

Improvement and Change Sub-Committee

Monday, 23 September 2019 at 10:30

County Hall, West Bridgford, Nottingham, NG2 7QP

AGENDA

- | | | |
|----|--|---------|
| 1 | Minutes of the last meeting held on 24 June 2019 | 3 - 6 |
| 2 | Apologies for Absence | |
| 3 | Declarations of Interests by Members and Officers:- (see note below)
(a) Disclosable Pecuniary Interests
(b) Private Interests (pecuniary and non-pecuniary) | |
| 4 | An Update on the Cross Council Digital Programme - Improving the Customer Experience through Digital Development Programme | 7 - 14 |
| 5 | MyNotts App Development and Implementation – Progress Update | 15 - 20 |
| 6 | Presentation on Business Support Service | |
| 7 | Employment and Health Programme | 21 - 32 |
| 8 | Briefing on the Social Care Digital Pathfinders Funding Scheme | 33 - 36 |
| 9 | Progress Report on Delivery of Improvement and Change Programmes, Projects and Savings | 37 - 68 |
| 10 | ICT Operational Performance Quarter 1 19-20 | 69 - 82 |
| 11 | Work Programme | 83 - 86 |

Notes

- (1) Councillors are advised to contact their Research Officer for details of any Group Meetings which are planned for this meeting.
- (2) Members of the public wishing to inspect "Background Papers" referred to in the reports on the agenda or Schedule 12A of the Local Government Act should contact:-

Customer Services Centre 0300 500 80 80

- (3) Persons making a declaration of interest should have regard to the Code of Conduct and the Council's Procedure Rules. Those declaring must indicate the nature of their interest and the reasons for the declaration.

Councillors or Officers requiring clarification on whether to make a declaration of interest are invited to contact Sara Allmond (Tel. 0115 977 3794) or a colleague in Democratic Services prior to the meeting.

- (4) Councillors are reminded that Committee and Sub-Committee papers, with the exception of those which contain Exempt or Confidential Information, may be recycled.
- (5) This agenda and its associated reports are available to view online via an online calendar - <http://www.nottinghamshire.gov.uk/dms/Meetings.aspx>

Meeting IMPROVEMENT AND CHANGE SUB-COMMITTEE

Date 24 June 2019 (commencing at 10.30 am)

Membership

Persons absent are marked with an 'A'

COUNCILLORS

Reg Adair (Chairman)

John Cottee
Jim Creamer
Kate Foale
Tony Harper

Richard Jackson
Rachel Madden
Diana Meale
Philip Owen

ALSO PRESENT

Councillor John Longdon

OFFICERS IN ATTENDANCE

Sara Allmond
Adam Crevald
Rob Disney
Matthew Garrard
Neil Marriott
Sue Milburn
Marie Rowney
Ross Scott
Nigel Stevenson
Ben Taylor
Marjorie Toward
James Ward

Chief Executive's Department

1. CHAIRMAN

The appointment by the County Council on 16 May 2019 of Councillor Reg Adair as Chairman of the Sub-Committee was noted.

2. COMMITTEE MEMBERSHIP

The membership of the Committee for the 2019-20 municipal year as Councillors Reg Adair, John Cottee, Jim Creamer, Kate Foale, Tony Harper, Richard Jackson, David Martin, Diana Meale and Philip Owen was noted with a change to the membership of Councillor Rachel Madden in place of Councillor David Martin for this meeting only.

3. MINUTES

The Minutes of the last meeting held on 30 April 2019, having been previously circulated, were confirmed and signed by the Chairman.

4. APOLOGIES FOR ABSENCE

None

5. DECLARATIONS OF INTERESTS

None

6. MYNOTTS APP DEVELOPMENT AND IMPLEMENTATION

Marie Rowney, Group Manager Customer Service introduced the report and responded to questions.

RESOLVED 2019/017

- 1) That the phased approach being taken and the scope of the project in each stage of these phases be supported.
- 2) That the team be authorised to proceed with Phase 1 of the project to deliver the MyNotts App for Nottinghamshire County Council and Nottinghamshire.
- 3) That Finance and Major Contracts Management Committee be requested to approve allocations from contingency of £90,900 in 2019/20, £47,000 in 2020/21 and £41,000 in subsequent years to meet the additional costs.

7. APPROACH TO TRANSFORMATION AND CHANGE

Sue Milburn, Group Manager, Transformation and Change introduced the report and responded to questions.

RESOLVED 2019/018

That the proposed approach for delivering an operating model and organisational structure for transformation and change be approved.

8. CHIEF EXECUTIVE'S DEPARTMENTAL UPDATE ON IMPROVEMENT AND CHANGE

Nigel Stevenson, Service Director – Finance, Infrastructure and Improvement introduced the report and responded to questions.

RESOLVED 2019/019

That there were no actions were arising from the report.

9. YOUR NOTTINGHAMSHIRE YOUR FUTURE – COUNCIL PLAN REVIEW OF PROGRESS IN 2018/19

Matthew Garrard, Performance, Intelligence and Policy Team Manager introduced the report and responded to questions.

RESOLVED 2019/020

That the planned changes to the format of Council Plan progress reporting in 2019-20 be endorsed.

10. PROGRESS REPORT ON DELIVER OF IMPROVEMENT AND CHANGE PROGRAMMES, PROJECTS AND SAVINGS

Sue Milburn, Group Manager, Transformation and Change introduced the report and responded to questions.

RESOLVED 2019/021

To receive a further update for quarter one 2019/20 in September 2019.

11. SIX-MONTHLY REPORT TO POLICY COMMITTEE ON THE WORK OF THE IMPROVEMENT AND CHANGE SUB-COMMITTEE

Rob Disney, Group Manager Assurance introduced the report and responded to questions.

RESOLVED 2019/022

- 1) To agree the contents of the report to formally appraise the Policy Committee of the achievements of the Sub-Committee during 2018/19 in driving forward a whole Council approach to transformation and change.
- 2) To agree the Sub-Committee's planned areas of work for the coming year.

12. ICT OPERATIONAL PERFORMANCE QUARTER 4 2018-19

Adam Crevald, Group Manager, Customer and Service Design introduced the report and responded to questions.

RESOLVED 2019/023

To receive a further report for the next quarter.

13. WORK PROGRAMME

RESOLVED 2019/024

That the Work Programme be agreed with the following additions:-

- MyNotts App update – September meeting
- Update on the mobile phone roll out – November meeting

The meeting closed at 11.42 pm

CHAIRMAN

23rd September 2019**Agenda Item: 4****REPORT OF DEPUTY CHIEF EXECUTIVE AND CORPORATE DIRECTOR
PLACE****AN UPDATE ON THE CROSS COUNCIL DIGITAL PROGRAMME –
IMPROVING CUSTOMER EXPERIENCE THROUGH DIGITAL
DEVELOPMENTS****Purpose of the Report**

1. To propose the scope and priorities of the newly established 'Improving Customer Experience through Digital Developments' cross-council programme.

Information**Background**

2. 'Your Nottinghamshire, Your Future (2017-2020)' is an ambitious and bold plan for the council within which we commit to ensure that Nottinghamshire is:
 - A great place to bring up your family
 - A great place to fulfil your ambition
 - A great place to enjoy your later life
 - A great place to start and grow your business

Within the plan we outline our delivery aims, including:

- Be creative and work in new ways.
 - Spend money wisely.
 - Put local people at the heart of everything we do.
3. The digital age is rapidly transforming the way we live, work, do business and spend our leisure time. People expect to access information, pay bills, make bookings and buy things seamlessly, online. They also expect to be part of a modern workforce which supports digital transformation and provides them with the user experience they see in their everyday lives.

This ambitious new cross-council programme of work aims to support these important commitments.

4. The Council has made positive progress in the area of digital transformation in a number of service areas. However, the developments have often been approached in different ways and have not always been considered across the whole council to maximise the benefits for the workforce and local residents. It's important to acknowledge that there are also different levels of 'digital maturity' across the authority, with some individuals and service areas being more developed than others.
5. Responding to this, Committee Chairmen identified the need for a new cross-council programme of work – "Improving Customer Experience through Digital Developments".
6. This programme has now been initiated and scoping is underway to identify the key focus areas which will deliver maximum benefits for the workforce and local residents.

Progress to date

7. In brief, the following activities have been undertaken:
 - a) Developed a comprehensive list of the 'Digital Development activity' that is already taking place or being considered within service areas across the council to create a 'single organisational view' of this activity.
 - b) Commenced work with senior leaders and managers across the council to identify which 'digital developments' will deliver maximum benefits to their teams/their partners and their service users/customers, with a view to joining this up across the organisation and to enable us to focus our priorities.
 - c) Gathered information into a monthly 'digital digest' to keep stakeholders informed about successful digital transformation programmes and projects across the Country, as well as new and innovative technological developments to benchmark our performance and learn from others.
 - d) Selected a preferred supplier and mobilised an internal project team to develop and deploy the first phase of the 'MyNotts App'.

Programme Scope and governance

8. This is an ambitious and non-traditional programme. It will be iterative, requiring ongoing review. There will be a need to reconsider decisions in light of new and emerging digital development opportunities and/or new operational pressures.
9. The proposal is that this programme focuses on 'organisation-wide transformation that is enabled by digital development'.
10. A set of draft Principles for the Organisations approach to Digital Transformation have been established for consideration and approval. These principles are;

Design and Redesign	We will review the design of our services and processes against the needs of our customers/citizens developing these collaboratively, in ways which do not restrict access opportunities to the most vulnerable. Services will be designed with the future in mind to ensure they are flexible enough to adapt and grow (future-proof)
Digital Leadership	We will demonstrate digital leadership, promoting a culture that values, supports and expects digital ways of working from every member of our workforce, creating the conditions for genuine organisational transformation where the potential to "go digital" is maximised
Collaboration	We will, wherever we can, work collaboratively with other organisations to maximise the potential for shared/partnership working to improve services and increase efficiency. We will develop safe, secure and useful ways of sharing and accessing information across our partners, customers and citizens
Digital Organisation	We will ensure the organisation has the right tools to achieve our digital ambitions. Staff will be skilled and confident in the use of our solutions and be supported by the training, culture, equipment and infrastructure required to ensure this
Whole Organisation Solutions	We will identify and maximise, tools and systems for use across the whole organisation, avoiding duplication, increasing efficiency and ensuring maximum return on investment

11. It is proposed that the programme will comprise 5 key themes:

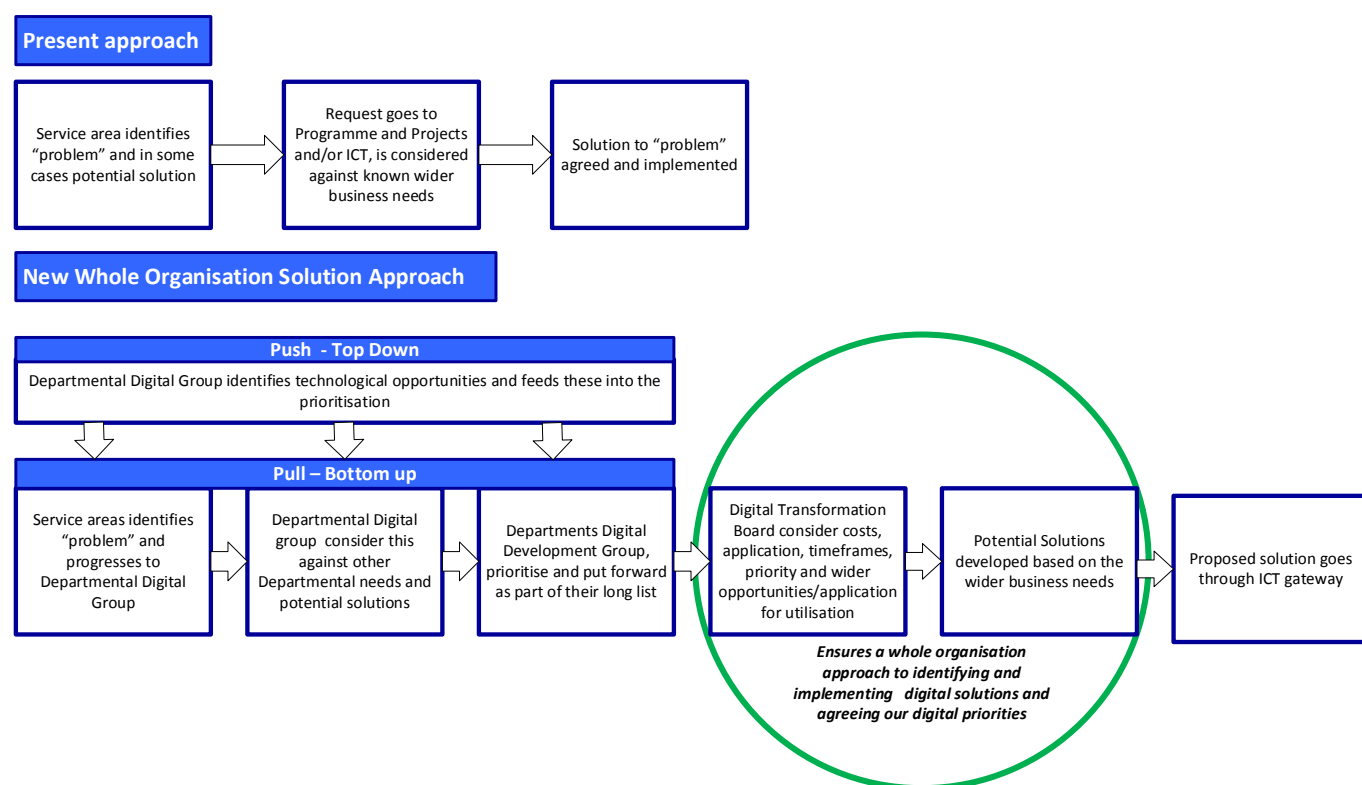
- a) **Theme 1 - Service Design and Automation** - this theme will focus on our processes, identifying where they could be improved, digitised, automated or re-designed; the main objective being to improve/enhance the 'customer experience'.
- b) **Theme 2 - Digital Workforce** – providing our staff with the right tools, skills and knowledge to get things done effectively and efficiently so that they can provide the best possible service to our service users.
- c) **Theme 3 - Digital Partnerships and Collaboration** – working with our partners to explore and pursue opportunities for better working together supported by digital tools.
- d) **Theme 4 – Digital Intelligence** – using our data and information to better inform our decision making, predicting forthcoming needs and to shaping how we will deliver services.
- e) **Theme 5 – Digital enabling technology** - ensuring our existing technology is used to its full potential; embracing new opportunities by introducing new technology which will help us to deliver the commitments laid out in the Council Plan.

12. Governance

13. As highlighted earlier within this report, although some good progress has been made in this area, there is a need to review, assess and prioritise our digitally enabled transformation

projects at an authority-wide level to ensure we select those that will deliver the greatest benefits to the residents of Nottinghamshire and support the needs of our changing workforce.

14. As part of the early phases of the Programme, the Council will independently review our progress and digital maturity. This will help us benchmark our current position and highlight any areas for development as well as provide Members with a measure against which to judge progress.
15. The programme will report into the Improvement and Change Sub Committee with day to day implementation by officer governance.



Deliverables

16. As this is expected to be an 'iterative' programme the deliverables will be reviewed regularly to ensure we are focusing on the right things.
17. We will bring forward business cases and delivery plans for these priorities subject to Member approval.
18. The proposed initial deliverables suggested are:

Theme	Initial Deliverable	Purpose
Theme 1 – Service Design and Automation	The MyNotts App	Introducing a new, modern, digitally enabled way of engaging with our customers. Making the content available that is requested via the NCC website the

		most through a more user-friendly channel.
Theme 2 – Digital Workforce	Microsoft Office 365 Adoption	Providing the workforce with a consistent set of productivity tools which will help them connect more efficiently with customers, co-workers and partners.
Theme 3 – Digital Partnerships and Collaboration	MASH/Mosaic Partnership interoperability	Enabling partner organisations to collaborate and share information with us safely across systems, which will improve our services to customers.
Theme 4 – Digital Intelligence	Using data analysis to shape service delivery and predict demand for services	<p>Building on the work already underway within Adult Social Care and Health, broadening analysis across other Council services initially focussing on Children Families and Cultural Services to provide improved understanding of the end to end NCC customer journey.</p> <p>Ensuring opportunities to access and analyse partner data alongside our own are maximised, informing how we deliver services, how we predict future service needs and how we best target preventative services.</p>
Theme 5 – Digital enabling technology	An authority-wide Customer Relationship Management (CRM) system	Ensuring a coordinated response to providing excellent customer service requires the right tools to interact and engage with our service users. A CRM would ensure customer data is managed through one system providing a whole view of the customer; predicting future behaviour and enabling a more proactive and personal service with more issues resolved at first point of contact. A CRM will provide an overview and improved resolution of complaints; ensure consistency of approach and application of customer service standards and ensure service improvements are shared across all Council services.

Reason/s for Recommendation/s

19. To update the committee on progress on the development of the cross-council programme – Improving Customer Experience through Digital Developments and to approve the initial deliverables proposed.

Statutory and Policy Implications

20. This report has been compiled after consideration of implications in respect of crime and disorder, data protection and information governance finance, human resources, human rights, the NHS Constitution (public health services), the public sector equality duty, safeguarding of children and adults at risk, service users, smarter working, sustainability and the environment and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.
21. The Data Protection Act 2018 requires organisations to undertake a Data Protection Impact Assessment (DPIA) on projects where there is a high risk of adverse impacts on people arising from the use of their personal data. Failure to complete a DPIA at all or properly can result in very significant fine.
22. The projects which comprise the Digital Development Programme will need to commence a DPIA at initiation to ensure that privacy considerations and risks are properly identified and addressed in project design. DPIAs will need to be approved before any new or changed use of data occurs and the Information Commissioner's Office (ICO) (the Regulator for data protection in the UK) will need to be consulted should any high risks be identified in the DPIA which cannot be effectively mitigated.

RECOMMENDATION/S

- 1) That the Improvement and Change Sub-Committee agrees the proposed approach, priorities and deliverables for the Improving Customer Experience through Digital Development Programme.

Adrian Smith,
Deputy Chief Executive and Corporate Director Place.

For any enquiries about this report please contact:

Katherine Smith
Programme Manager, Programmes and Projects Team
Transformation and Change Group
Chief Executives Department
katherine.smith@nottsccl.gov.uk

Constitutional Comments (EP 20/08/2019)

18. The recommendation falls within the remit of the Improvement and Change Sub- Committee by virtue of its terms of reference.

Financial Comments (SES 21/08/19)

19. There are no specific financial implications arising directly from this report.

Background Papers and Published Documents

Except for previously published documents, which will be available elsewhere, the documents listed here will be available for inspection in accordance with Section 100D of the Local Government Act 1972.

- None

Electoral Division(s) and Member(s) Affected

- All

23 September 2019

Agenda Item: 5

REPORT OF SERVICE DIRECTOR - CUSTOMERS, GOVERNANCE AND EMPLOYEES

MYNOTTS APP DEVELOPMENT AND IMPLEMENTATION – PROGRESS UPDATE

Purpose of the Report

1. To update members on the MyNotts App project and the progress made to date.

Information

Work completed to date

2. The MyNotts App will be one of the first deliverables of the cross-council programme of work – ‘Improving Customer Experience through Digital Development’. A significant amount of work has been undertaken to date to determine the best approach to deliver a great solution for Nottinghamshire. In brief this has included:
 - a. Analysis of management information available to establish the services which will be included in the App. This has focussed to date on high demand services at the Customer Service Centre and the most viewed pages and information online.
 - b. Review of over twenty Local Government Apps to identify good practice and learn from other authorities. This has included meetings and calls with Staffordshire County Council following on from the peer review as a comparable authority to share their learning and experience.
 - c. Considering the approach to take regarding support and maintenance. It is proposed to use in-house staff for some updates and maintenance to ensure costs are managed effectively. The remainder will be bought in from the agreed supplier.
 - d. Reviewing a wide range of customer feedback from a broad range of users who have already downloaded other Council Apps on the App Store to see what works best and reflect that in the design and build of the Council's App.
 - e. Mobilising an internal project team including representatives from the Customer Service Centre, ICT, Marketing and Communications and Procurement teams.
 - f. Undertaking a successful Procurement exercise. Cantarus were selected as the preferred supplier.
 - g. Funding and project approved through 2 committees
 - i. Improvement and Change Sub-Committee, 24 June 2019
 - ii. Finance and Major Contracts Management Committee, 18 July 2019

- h. Agreeing the scope for and implementation of Phase 1.
- i. Representatives from Cantarus and the NCC project team are now working together on a delivery date in the first quarter of 2020. This is dependent on the App Store registration process which is extremely rigorous and time consuming.
- j. Cantarus have given assurances that their product will comply with all accessibility and data protection legislation.

Phased approach

Phase 1

- 3. The scope for Phase 1 has been agreed and signed off by both the County Council and Cantarus. The App will use 'tiles' to link customers to the most highly visited pages on the NCC website. These will include Highways fault reporting, What's On, NCC Vacancies, Registration Services, Adult Social Care, Library Services, Children and Schools etc. The objective being, that the customer will be able to use their own personal device/s to find 'relevant' information quickly and efficiently without the need to scroll through the entire NCC website. To support this objective, there are several website reviews underway to ensure the various aspects of the website are fit for purpose once we link the App to them and go live.
- 4. Developing the ability for customers to provide feedback has been included within the scope of the project to ensure we can measure the success of the App before moving to Phase 2 of the project.
- 5. The team are also developing key performance indicators, for implementation as part of the project so that we can easily measure the success of the MyNotts App. These will include:
 - New subscriber numbers
 - Number of active users each month
 - Feedback from the Apps Store (Apple and Google)
 - Direct Customer feedback through the App
 - Take up of 'push' notifications and updates
 - Top 'tile' clicks and views
 - Feedback through other channels is also being evaluated to provide ongoing customer feedback. For example, a cohort of Nottinghamshire residents being surveyed regularly via the Citizens Panel.
- 6. In this first phase access to Council social media sites will be made available via links through the App. Customers will therefore be able to easily switch between the App and social media to see news and updates.
- 7. The MyNotts App will have tiles that will provide access to other sites involved in the promotion of Nottinghamshire in line with Visitor Economy Strategy. The first three being Sherwood Forest, Rufford and Holme Pierrepont. This will be broadened as the App is developed.

Phase 2

8. Phase 2 is dependent on the success of Phase 1. The detailed content and scope will be refined following evaluation of the success of Phase 1; consideration of customer feedback and identification of any adjustments required.
9. The scope of Phase 2 will be broadened and is likely to include:
 - Potential personalisation of the App so that users can access and prioritise what is important to them.
 - Links to other partner sites. For example, District partners, Police, Fire and Rescue, Higher/Further Education Establishments, etc.
 - Links to health services and other providers of services. Links to further services will be included via a suite of additional tiles.
10. The content and links will need to be kept under review and updated as the project progresses and as services change over time.

Resourcing

11. A project team across several areas is now set up and meeting regularly to ensure appropriate technical and project skills are available to progress the project.
12. The table below outlines resources that will be allocated to the project and provides an estimation of the time that will be required. This team will be resourced through individual departmental budgets and completed as business as usual.

Project Lead	Group Manager Customer Service	0.5 days/week
ICT	ICT Technology Partner	0.5 day/week
ICT	Project Manager	1 day/week
Digital	Business Partner	1-2 days/week
Customer Service	Business Partner	0.5 days/week
Customer Service	Technical Specialist	0.5 day/week
NCC staff	Digital, Customer Service and ICT	During User Acceptance Testing 3 days/week

13. There will be a requirement for some additional technical resource once the App has been developed and implemented from early 2020. This has been included in the financial information shown below.

Other Options Considered

14. The Council could continue without developing a MyNotts App but this would leave us behind many other authorities and not make best use of available technology to improve services and outcomes for service users, customers, businesses, visitors and the wider public.

Reasons for Recommendation

15. To promote Nottinghamshire and the work of the County Council, provide information and improve ease of access to a wide range of different services available across the County.

Statutory and Policy Implications

16. This report has been compiled after consideration of implications in respect of crime and disorder, data protection and information governance finance, human resources, human rights, the NHS Constitution (public health services), the public sector equality duty, safeguarding of children and adults at risk, service users, smarter working, sustainability and the environment and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

Data Protection and Information Governance

17. In Phase 1 there is no intention to capture personal information relating to customers and users within the App. Information Governance colleagues are being involved in the project at all stages to ensure compliance and security of data is considered throughout and any potential issues identified and risks mitigated. Phase 2 may include options for personalisation of the App which will require careful consideration and development.

Financial Implications

18. The estimated additional costs of implementing and maintaining the MyNotts App are:

	2019/20 £	2020/21 £	Future Years £
Design and Implementation	90,900		
Staffing resources		35,000	35,000
Support and maintenance		12,000	6,000
Total Estimated Costs	90,900	47,000	41,000

19. The Finance and Major Contracts Management Committee on 18 July 2019 approved the additional costs to be funded from Contingency. Any savings in service areas resulting from the roll out and implementation of the MyNotts App will be used to provide capacity to support the App going forward or contribute to the overall savings position as set out in the Council's Medium-Term Financial Strategy.

Human Resources Implications

20. Staffing resources are likely to be required on an ongoing basis from 2020 to ensure that the App is maintained, kept up to date and that it continues to develop and reflect changing services and the way in which people access them and to reflect evolving technology. This is reflected in the funding already approved by Finance and Major Contracts Committee for ongoing costs.

Public Sector Equality Duty implications

21. The MyNotts App will be built to government accessibility standards. The supplier has given assurances that their product complies with all the necessary accessibility standards and legislation. Customers and members of the Council's Disabled Employee Support Network will be involved in the testing phase to ensure the MyNotts App is easy to use and accessible to all.

Implications for Service Users

22. The aim of the MyNotts App is to make it easier and improve engagement and access to Council information, services and the wider Nottinghamshire organisations. In reviewing processes and considering technological and automated developments, consideration will be given to the needs and abilities of all residents to access services to ensure that any approaches developed do not disadvantage particular groups.

RECOMMENDATION

- 1) It is recommended that Members consider the contents of the report and agree to receive a further progress report in November 2019.

Marjorie Toward

Service Director - Customers, Governance and Employees

For any enquiries about this report please contact:

Marie Rowney, Group Manager Customer Service, Tel: 0115 9772054, Mobile: 07540 272161

Constitutional Comments (KK12/09/19)

23. The proposal in this report is within the remit of the Improvement and Change Sub-Committee.

Financial Comments (RWK 12/09/19)

24. The costs of implementing the MyNotts App are estimated at £90,000 in 2019/20, £47,000 in 2020/21 and £41,000 in 2021/22. Finance and Major Contracts Management Committee have approved that these costs be funded from contingency.

25. Any savings in service areas resulting from the roll out and implementation of the MyNotts App will be used to provide capacity to support the App going forward or contribute to the overall savings position as set out in the Council's Medium-Term Financial Strategy.

HR Comments (JP 24/05/19)

26. Any relevant recruitment to the project will be in line with the appropriate HR procedure. Any new posts will require formal Job Evaluation.

Background Papers and Published Documents

Except for previously published documents, which will be available elsewhere, the documents listed here will be available for inspection in accordance with Section 100D of the Local Government Act 1972.

- None

Electoral Division(s) and Member(s) Affected

- All

23rd September 2019**Agenda Item: 7****REPORT OF THE CORPORATE DIRECTOR, ADULT SOCIAL CARE AND
HEALTH****EMPLOYMENT AND HEALTH PROGRAMME****Purpose of the Report**

1. To report on progress to establish a cross-cutting programme of work designed to improve employment opportunities and reduce inequalities in accessing work, and to seek agreement on objectives and key deliverables.

Information

2. As adults in employment spend a large proportion of their time in work, jobs and workplaces can have a big impact on people's health and wellbeing. Employment can impact both directly and indirectly on the individual, their families and communities. There is clear evidence that good work improves health and wellbeing across people's lives, not only from an economic standpoint but also in terms of quality of life. There is also evidence that good quality work protects against social exclusion through the provision of income, social interaction, a core role, identity and purpose.
3. From an employer perspective, the benefits of a healthy workforce are clear. Healthy staff are more productive, take less time off sick and do not necessarily need to retire early. Looking at the wider economy, combined costs from worklessness and sickness absence amount to approximately £100 billion annually, which presents a strong economic case for action. The costs of ill health to the UK government is estimated to be around £50 billion a year, because of benefit payments, additional health costs, taxes and National Insurance.
4. A Department of Work and Pensions commissioned review by Waddell and Burton in 2006 into the impact of work on health collated and evaluated the evidence that concluded that being in employment was, for most of the workforce, good for their health and wellbeing. *"...being in the right type of work is good for your health. It improves self-esteem, quality of life, and wellbeing. Being out of work is bad for both mind and body. Unemployment progressively damages health and results in more sickness, disability, mental illness, obesity, use of medication, and medical services and decreased life expectancy."*
5. The importance of employment – in terms of physical and mental health and wellbeing, as well as economic independence and productivity – is equally, if not more important for

people with disabilities and long-term health conditions. There are stark inequalities in employment rates for individuals who live with disabilities or long-term health conditions. It is therefore important that the Council is working to ensure that everyone in the County has equal access to good well-paid employment.

6. The Council has made this work one of its key priorities and a cross cutting programme is now in place to develop an appropriate employment strategy to enable people to enjoy economic prosperity. As well as a universal approach to health and wellbeing at work, the strategy will target those furthest away from work, with actions to support people with eligible social care needs, disabilities and long-term health conditions to find, and remain in, employment.
7. The programme will work in partnership with citizens, employers and partner organisations both nationally and locally to develop a clear evidence base for the support and services that it should invest in. This will include engaging with a strategic partner to help review the Council's current approach and employment support offer for people with disabilities, as well as procuring appropriate expertise and support to develop a Council-wide Employment Strategy. This work will be funded by Public Health reserves, as approved by the Adult Social Care and Public Health Committee in May 2019.
8. The lead member for this work will be the Vice Chairman of the Adult Social Care and Public Health Committee, supported by the Corporate Director for Adult Social Care and Health as the lead officer.
9. **Appendix 1** provides a plan on a page for this programme of work to illustrate the purpose, principles and priority areas for change as well as the approach and intended outcomes and measures of success. The work programme is broadly set out as four separate workstreams as follows:
 - Inclusive growth
 - Population health management approach
 - Employer leadership
 - Employment support.
10. There are a variety of cross cutting themes and issues which will apply to all workstreams including:
 - mapping and analysing current provision
 - engaging with a broad range of internal and external stakeholders
 - agreeing a set of measures of success and targets
 - producing a communication strategy and plan
 - defining future approaches.
11. The **inclusive growth workstream** will focus on working with employers to have an increased understanding of their needs now and in the future relating to supporting inclusive recruitment practices for those furthest away from the labour market. Work will take place with key internal and external stakeholders to provide a Council-wide 'offer' to employers, with a focus on key job markets such as the social care sector, the local NHS and hospitality organisations.

12. The **population health management workstream** will focus on gathering and presenting evidence on what is known about current need and the existing provision and incorporating the evidence of effective approaches to employment and health into an emerging strategy for the Council. There will be work undertaken to engage with the broader health system and economy to incorporate opportunities to improve employment through health first models, and the role of the Integrated Care System (ICS) in leading and driving change.
13. The **employer leadership workstream** will focus on understanding the Council's baseline against agreed national good practice standards (e.g. Disability Confident) to generate a Nottinghamshire standard for employers - 'What good looks like'. It will identify mechanisms through partnerships, strategy and policy to embed these standards across Nottinghamshire workforces.
14. The **employment support workstream** will focus on targeted work with users of adult social care services, care leavers and young people with disabilities, including those that move from children's to adults' services support (transitions). The work will involve responding to the findings of the commissioned employment support audit on current Council provision and employment strategy and identifying opportunities to focus future investment in employment support through gap analysis of wider sector provision.
15. Overarching oversight of the programme will be through the Improvement and Change Sub-Committee. The Corporate Director for Adult Social Care and Health will lead the officer group working on the programme which will be drawn from a range of areas relevant to the cross-cutting themes involved. It is proposed that programme updates be brought to this Committee on a quarterly basis.
16. The table below shows the outline planning timeline to December 2019:

August 2019	Completion of preliminary evidence review by Public Health shared with key partners
August 2019	Undertake process to identify a partner to help develop a Council-wide Employment Strategy
September 2019	Session on Employment and Health at the Council's Extended Corporate Leadership Team to engage senior management support on a whole Council basis
Mid-September 2019	Confirmation of the partner organisation to help with review of the Council's existing employment support offer for people with disabilities
Mid-November 2019	Completion of review of the Council's employment support offer for people with disabilities
December 2019	Presentation of draft Employment Strategy and detailed delivery plan

17. The following table shows the outcome milestones that the programme aims to achieve:

December 2019	All Council contracts to include expectation that contracted employers support internships and apprenticeships
April 2020	Increase the % of adults with a learning disability in employment to the national average by 2020

May 2020	Submission of self-assessment for Disability Confident Leader accreditation for the Council
	Increase the % of people aged 16-25 with an Education, Health and Care Plan in employment
	Increase the number of organisations signed up to Wellbeing at Work
April 2022	Establish 100 supported internships

18. The Committee is advised that in terms of related work already taking place across the Council the Personnel Committee has recently approved reports on the Change 100 Intern programme, which provides placements for high-achieving students or recent graduates with a long-term health condition or disability, Work Experience and Apprenticeships for Care Leavers and the Graduate Development Programme. The Committee has also agreed to submission of the self-assessment for Disability Confident Leader accreditation by May 2020.
19. **Appendix 2** sets out a vision illustrating the aspiration for every individual with a disability or a long-term health condition in relation to employment.

Other Options Considered

20. The Council could continue with the current work in this area, but this is unlikely to address the issues raised by Members and would not take advantage of the opportunities to co-ordinate work across the Council and improve outcomes for people that are currently finding it difficult to obtain and retain paid employment.

Reason/s for Recommendation/s

21. Members have expressed clear views that the co-ordination of the various areas of activity to support people into employment could be improved and this programme is the proposed response to those concerns.

Statutory and Policy Implications

22. This report has been compiled after consideration of implications in respect of crime and disorder, data protection and information governance finance, human resources, human rights, the NHS Constitution (public health services), the public sector equality duty, safeguarding of children and adults at risk, service users, smarter working, sustainability and the environment and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

Data Protection and Information Governance

23. The programme and outcomes will be designed to comply with current data protection requirements.

Financial Implications

24. The programme will require a broad range of resources to be applied and may require some additional resources in some areas. It is envisaged that a reasonable proportion of the work can be contained within current resources but work on longer term objectives such as the development of systems may require dedicated resources. During the discovery phase further clarity about the scope and resources required will emerge and further detail on the overall resources required will be reported at a later stage.

Human Resources Implications

25. At this stage no additional staffing resources have been identified but this will be kept under review and further information provided as necessary in future reports.

Public Sector Equality Duty implications

26. The programme will aim to incorporate any equalities implications for current or future elected members so that they can be embedded into systems and procedures where relevant.

Smarter Working Implications

27. The programme will be designed to build upon and be consistent with the Council's smarter working objectives.

Safeguarding of Children and Adults at Risk Implications

28. When delivering the programme objectives, the systems and procedures developed will have regard to all Members' responsibilities regarding corporate parenting and safeguarding.

Implications for Service Users

29. The programme will aim to improve the current performance of the Council in relation to supporting people with disabilities, long-term health conditions and young people leaving care to find and remain in employment.

RECOMMENDATION/S

That:

- 1) Committee approves the general scope of the Employment and Health Programme of work as set out in the report and the appendices.
- 2) an update report on Programme progress be brought back to Committee in early 2020.

Melanie Brooks

Corporate Director, Adult Social Care and Health

For any enquiries about this report please contact:

Jennie Kennington
Senior Executive Officer
T: 0115 9774141
E: jennie.kennington@nottsc.gov.uk

Constitutional Comments (GR 30/08/19)

30. Pursuant to section 6 and 7 of Part 4 of the County Council's Constitution the Improvement and Change Sub-Committee has the delegated authority to receive the report and make the recommendations contained within it.

Financial Comments (KAS 13/09/19)

31. The programme will require a broad range of resources to be applied and may require some additional resources in some areas. It is envisaged that a reasonable proportion of the work can be contained within current resources but work on longer term objectives such as the development of systems may require dedicated resources. During the discovery phase further clarity about the scope and resources required will emerge and further detail on the overall resources required will be reported at a later stage.

HR Comments (BC11/09/19)

32. The Employment and Health Programme is a corporate workstream which requires the engagement of services across the council including the support and enabling services. As detailed in the report, in respect of its own workforce Personnel Committee is responsible for the delivery of the Council's Workforce and People Strategies and will continue to support initiatives such as the Change 100 Intern programme, Work Experience and Apprenticeships for Care Leavers and the Graduate Development Programme. The Personnel Committee has also agreed to submission of the self-assessment for Disability Confident Leader accreditation by May 2020 and has made a commitment to supported interns from September 2020.

Background Papers and Published Documents

Except for previously published documents, which will be available elsewhere, the documents listed here will be available for inspection in accordance with Section 100D of the Local Government Act 1972.

Update on progress towards Disability Confident Accreditation – report to Personnel Committee on 22nd May 2019

Work readiness offer for Looked After Young People and Care Leavers – report to Personnel Committee on 22nd May 2019

Use of Public Health General Reserves – report to Adult Social Care and Public Health Committee on 13th May 2019

Health, Work, and Inclusive Growth: Working together to improve health and employment, and reduce inequalities, in the East Midlands, Public Health England, November 2018

Electoral Division(s) and Member(s) Affected

All.

ASCPH678 final

NOTTINGHAMSHIRE EMPLOYMENT & HEALTH

PURPOSE

To enable the County to grow a productive and inclusive workforce.
We will develop the economy, create work and foster conditions for good employment.
We will invest in specific support for care leavers, people with disabilities and long-term health conditions to secure and sustain work

PRINCIPLE

Partnerships, co-production and a clear focus on outcomes will drive the creation of opportunities for people and employers

PRIORITIES FOR CHANGE

**Care
Leavers**

Disability

**Long Term
Conditions**

**Mental
Health**

APPROACH

- Being a leader we will set standards as an employer, contractor and service provider
- Develop specific interventions for those priorities for change with both people and employers
- Spectrum of opportunity – work readiness, internships, supported internships, inclusive apprenticeships, placement programmes and supported employment

OUTCOMES

- Social value is embedded in procurement contracts and expectations for employers we contract are that they support internships and apprenticeships
- **Increase** the % of adults with LD in employment to national avg by 2020
- **Increase** the % of people aged 16-25 with an EHCP in employment
- **Increase** the number of organisations signed up to Well-being at work
- Establish 100 supported internships by 2022
- Work readiness measures to be developed

Our Vision

A society where everyone is ambitious for disabled people and people with long-term health conditions, and where people understand and act positively upon the important relationship between health, work and disability...

So that...

Looks for a job that makes the best use of their talents, they should find

Opportunities to secure a good job and progress

Inclusive employers and job creation will provide

Jobs that actively support and nurture health and well-being

Is in work, they should have

Is at risk of long-term sickness absence or falling out of work due to their health or disability, they should encounter

Early action as needed to stay in or return to work

Turns to the health service, they should find

Healthcare professionals who support people in their employment aspirations, and health services that provide help at the right time and co-ordinate effectively with employment support

Is out of work due to their health or disability, they should encounter

The right employment support to secure work or get closer to the labour market

Is unable to work, they should find

Access to rapid financial support when needed

A more effective employment support system will provide

A more effective health service will provide

When an individual...

23 September 2019**Agenda Item: 8****REPORT OF THE SERVICE DIRECTOR FOR FINANCE, INFRASTRUCTURE
AND IMPROVEMENT****BRIEFING ON THE SOCIAL CARE DIGITAL PATHFINDERS FUNDING
SCHEME****Purpose of the Report**

1. The purpose of this report is to brief Members on the successful funding bids made to NHS England.

Information**Background**

2. In June 2019 two bids were submitted to NHS England as part of the social care digital pathfinders (SCDP) funding scheme.
3. Although these bids were submitted via the Adult Social Care and Health Department, both are technology enabled and as such draw on the resources of the Transformation & Change and ICT groups.
4. The SCDP scheme invites bids from social care provider organisations to support technology enabled innovation projects. A particular focus of the scoring matrix focuses on the scalability of the project outcome such that it can be exploited on a regional or national scale.
5. The two bids submitted by the authority built on the health and social care integration projects which have been the subject of previous briefings to this committee. Specifically:
 - a. **Predictive analytics.** The use of social care data in algorithms developed to identify where early intervention and signposting could prevent a crisis event or intensive care and support.
 - b. **Interoperability standards in health and social care integration.** The development of an integration blueprint and toolset that enables real time data flow between health and social care providers.

6. The funding of the SCDP scheme is split into two phases with up to £50K available for each bid for the discovery phase and a further approx. £350K available for a smaller subset of bids for the implementation phase.

Outcome

7. In July 2019 NHS England announced the 26 successful phase one bids and Nottinghamshire County Council were notified that both bids had been awarded funding. No other authority had been successful in more than one bid.
8. The amounts awarded were £50K for predictive analytics and £48K for interoperability.
9. Officers from the council attended a pathfinders launch event which provided a briefing on the outcomes expected from the discovery phase and the process by which the bids would be considered for phase 2 funding.

Next steps

10. Work has now commenced on the discovery phase. This will determine the outcomes that will be delivered, the benefits of the outcomes to this authority and the wider health and social care community and the blueprint for adoption on a wider scale.
11. The discovery phase will conclude in October 2019 when the viability and feasibility of the implementation phase will be considered by NHS England.
12. It is anticipated that the current 26 pathfinder projects will be reduced to approximately 6 implementation projects at this point.
13. It must be noted that the outcomes for both bids will deliver benefits to NCC and are considered to have viable business cases in their own right. As such, this additional funding is welcome to enable a wider scope and greater pace to be considered but should the authority not be successful in securing phase 2 funding, then it is likely the work will continue, funded and driven from local health and social care resources.

Other Options Considered

14. None

Reason/s for Recommendation/s

15. To brief Members on the successful outcome of the bids made and confirm Member support for the approach to secure external funding opportunities.

Statutory and Policy Implications

16. This report has been compiled after consideration of implications in respect of crime and disorder, data protection and information governance finance, human resources, human rights, the NHS Constitution (public health services), the public sector equality duty, safeguarding of children and adults at risk, service users, smarter working, sustainability and the environment and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

Data Protection and Information Governance

17. The next stages of developing these technology changes will need to ensure compliance with data protection law and policy by engaging with colleagues in Information Governance and undertaking any appropriate Data Protection Impact Assessments.

RECOMMENDATION/S

- 1) Members support the approach to securing additional external funding for these 2 technology enabled projects.
- 2) Members agree to receive a further update following the conclusion of the phase 2 bidding round in the Autumn 2019.

Nigel Stevenson

Service Director Finance, Infrastructure and Improvement

For any enquiries about this report please contact:

Adam Crevald, Group Manager Design (ICT)
(0115 9772839)

Constitutional Comments (HD 12/09/19)

18. Improvement and Change Sub-Committee has the authority to determine the recommendations in the report

Financial Comments (SES 13/09/19)

19. The financial implications are set out in paragraph 8 of the report. NHS England has announced that Nottinghamshire County Council has been successful in the 2 submitted phase one bids and will be being awarded funding of £50,000 and £48,000 respectively for the discovery phase of the bids that are expected to be concluded by October 2019.

Background Papers and Published Documents

Except for previously published documents, which will be available elsewhere, the documents listed here will be available for inspection in accordance with Section 100D of the Local Government Act 1972.

- None

Electoral Division(s) and Member(s) Affected

- All

23rd September 2019**Agenda Item: 9****REPORT OF THE GROUP MANAGER, TRANSFORMATION AND CHANGE,
CHIEF EXECUTIVE'S DEPARTMENT****PROGRESS REPORT ON DELIVERY OF IMPROVEMENT AND CHANGE
PROGRAMMES, PROJECTS AND SAVINGS****Purpose of the Report**

1. The purpose of this report is to:
 - provide an update on departmental Improvement and Change Portfolios.
 - inform the Sub-Committee on the progress towards delivery of the Council's current savings and strategically significant programmes & projects.

Information

2. This 2019/2020 quarter 1 (April-June 2019) update reports against the departmental Improvement and Change Portfolios contained within the Council's refreshed Departmental Strategies approved by Policy Committee in May 2019.
3. The report focuses upon the detail in the following appendices.
4. **Appendix A** provides a summary of progress in delivering departmental Improvement and Change Portfolios. Further detail will be provided annually in departmental updates on improvement and change which will be presented to this Sub Committee by individual departments on a quarterly basis.
5. **Appendix B** provides a project status report as at June 2019, for all savings projects and some other strategically significant projects by portfolio for the Children and Families, Place and Chief Executives Departments. This status report is produced on a monthly basis from individual project highlight reports.
6. **Appendix C** provides a programme level status update for the Adult Social Care and Health Improving Lives Programme.
7. The overall financial position set out in the Programmes and Projects Status reports, including savings at risk and amendments to the profile of savings approved through formal change control, is contained within the body of the financial monitoring report that is regularly considered by the Finance and Major Contracts Management Committee. The financial monitoring report also provides a summary of the revenue budgets for each Committee for the current financial year.

Overall Savings Position

8. **Appendix B (Children and Families, Place and Chief Executives Department) and Appendix C (Adult Social care and Health)** to this report outline in detail the delivery status of individual programmes and projects.

9. Across all portfolios the total savings target across the four years 2019/20-2022/23 is £24.2m. When taking into consideration savings at risk, slippage and over delivery it is projected that this target will be over achieved by £3m.
10. The savings outlined in paragraph 9 above include three new projects that were approved by Service Committees during quarter 1 2019/2020, which include new savings targets totalling £2.4m. These projects are:
- Housing with Support Strategy (ASCH)
 - Discretionary Scholars Pass Scheme Price Revisions (Place)
 - Revised Communications and Marketing Staffing Structure (CEX)
11. The breakdown of projected savings delivery, by Portfolio across the four years 2019/20-2022/23 as at June 2019 is as follows:
- Adult Social Care & Health Portfolio - total savings target of £18.9m which is projected to be over achieved by £3m.
 - Chief Executives Portfolio - total savings of £1.5m which are projected to be delivered as planned.
 - Children & Families Portfolio - total savings of £2.5m which are projected to be delivered as planned.
 - Place Portfolio - total savings of £1.3m which are projected to be delivered as planned.
12. The saving being delivered in the Children & Families Portfolio have to be seen in light of the increasing pressures developing elsewhere in the Children and Young People's Committee. The increasing demand on placements and referrals is predicted to result in an overspend in this year of £8.3m. The portfolio continues to review its budget to find savings whilst responding to the need to invest in the service.

Projects at risk or compromised

13. Development of Shared lives

Project savings were based on new carer households joining the scheme to provide additional capacity within the Shared Lives service which provides a lower cost alternative to residential care and supported living. The required number of additional carer households have not been added to the scheme. This has been as the result of capacity issues within the Shared Lives Team and also due to existing carers leaving the scheme.

External support for the service has now been procured. Shared Lives Plus (national Shared Lives organisation) are currently reviewing NCC shared lives anonymised data with a view to producing analysis and benchmarking information for the NCC Shared Lives scheme. This will be used to understand how NCC can grow their scheme, the costs involved and additional savings potential.

14. New ways of working for carers

This project sees the implementation of the new Carers Strategy which was approved by Policy Committee in May 2019 to support carers to access good quality advice, information and support.

Key to implementing the Strategy is establishing a new Carers Hub service which will be integral in identifying carers, and providing information, advice, and short-term support, making use of existing resources. The commissioning of this jointly funded service (Nottinghamshire County Council and Health) has been delayed and the Carers Hub is now not anticipated to commence until December 2019.

As a result of more carers receiving alternatives to a personal budget, savings of £80k were scheduled to be delivered in 2019/20. The delays to the commencement of the Carers Hub contract mean that this saving will now slip and be delivered in 2020/21. The Carers Team based within the Adult Access Service are working to keep waiting times for assessments to a minimum to ensure that, where possible, people can be offered an assessment by the Carers Hub as soon as the service commences in December 2019.

15. Social Impact Bond

The DN2 children's services Social Impact Bond, is a partnership of Derby City Council, Nottinghamshire County Council and Nottingham City Council aimed at supporting children and young people in care or on the edge of care to remain in a family type environment.

A Social Impact Bond involves paying only for outcomes delivered and has a social investor who normally takes the financial risk on behalf of a provider. The government has agreed to pay 25% of payments for outcomes delivered (circa £3m across the DN2 partners) with DN2 partners paying the rest.

The implementation of the project has been delayed as DN2 have been unable to progress two preferred investment options. A further investment option is being explored with a decision anticipated in September 2019, with implementation currently expected to start in February 2020.

The result of this is that the 2019/2020 savings of £250k and the 2020/2021 savings of £250k are expected to be delayed by a year.

Additional information

16. Smarter Working

The Smarter Working Programme has been facilitating and responding to the changing shape of our organisation, maximising the use of new technologies. The programme is due to close in autumn 2019 with a closure report scheduled to be considered by this Sub-Committee in November 2019. One of the programme's key remaining deliverables prior to its completion is the roll out of smartphones to Elected Members and staff roles assessed as requiring the devices (e.g. front-line social care staff).

The Council's Corporate Leadership Team recently requested that Children's Social Care staff be prioritised in the rollout schedule. Following consideration of options and associated risks, affected services agreed to this reprioritisation and ICT are now working with colleagues in the Children & Families Service (CFS) to test a 'preview' version of the new smartphones that will allow 400 Social Care staff access to email and calendar functions on their smartphones. The risks identified in relation to this group of staff receiving devices earlier than originally planned were deemed acceptable due to mitigating actions that are to be put in place for the controlled group of staff.

The impact of the decision to reprioritise the rollout schedule is twofold. The Members pilot currently taking place with 4 Members will continue but the rollout to all Members will be delayed until October 2019. The rollout to staff outside of Children's Social Care will be delayed by up to 8 weeks whilst the project team focusses on providing the priority devices.

Other Options Considered

17. None.

Reason/s for Recommendation/s

18. To ensure opportunities for the effective and proportionate performance management of departmental Improvement and Change Portfolios and savings and strategically important Programmes and Projects.

Statutory and Policy Implications

19. This report has been compiled after consideration of implications in respect of crime and disorder, data protection and information governance, finance, human resources, human rights, the NHS Constitution (public health services), the public sector equality duty, safeguarding of children and adults at risk, service users, smarter working, sustainability and the environment and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

Financial Implications

20. The delivery of the programmes and projects set out in **appendices B & C** is a key component of the Council's Medium Term Financial Strategy.

21. Across all portfolios the total savings target across the four years 2019/20-2022/23 is £24.2m. When taking into consideration savings at risk, slippage and over delivery it is projected that this target will be over achieved by £3m.

RECOMMENDATION/S

22. It is recommended that the Committee considers the departmental Improvement and Change portfolio update and the quarterly projects and savings update and agrees to receive a further update for quarter 2 2019/20 in November 2019.

Sue Milburn

Group Manager, Transformation & Change

For any enquiries about this report please contact:

Sue Milburn, Transformation & Change (0115 9773196)

Constitutional Comments (SLB 15/08/2019)

23. Improvement and Change Sub-Committee is the appropriate body to consider the content of this report.

Financial Comments (SES 21/08/2019)

24. The financial implications are set out in paragraphs 19 and 20 of the report. The report details savings included in the Council's MTFS totalling £24.2 million which are expected to be delivered over the period 2019/20 to 2022/23. When taking into consideration savings at risk, slippage and over delivery it is projected that this target will be over achieved by £3m.

Background Papers

Except for previously published documents, which will be available elsewhere, the documents listed here will be available for inspection in accordance with Section 100D of the Local Government Act 1972.

None

Electoral Division(s) and Member(s) Affected:

All

ASCH Improvement and Change Portfolio – June 2019 Update

Programme 1 – Improve wellbeing through prevention and promoting independence			
Key Milestones	Implementation Date	Status	Exception Detail and Mitigations
Roll out the three-tier conversation so that more people will be supported to resolve their care needs as early as possible, reducing the need long term care. More referrals will be resolved using short term support and signposting, ensuring that there is a reduction in the number of Care and Support Assessments for long-term support being undertaken. Saving Target: £735k	March 2021	On Target	
Increase the number of people who benefit from short term services to help them regain skills and confidence or recuperate after an illness. Saving Target: £2.067m	March 2020	On Target	
Provide a therapy lead approach to assessment and support planning to maximise people's independence.	March 2020	On Target	
Implement a multi-agency strategy that aims to reduce the risk of abuse and/or neglect of adults with care and support needs.	November 2019	On Target	
A Council-wide Employment & Health programme has been established to work with a range of the Council's external partners to review the employment offer to people with disabilities and long-term health conditions in Nottinghamshire.	March 2020	On Target	
Work to standards laid out in the Wellbeing at Work toolkit for enhancement of staff wellbeing. For commissioned services, service specification will include requirements to adhere to Wellbeing at Work, adopting a Making Every Contact Count type approach and sign up to the tobacco declaration.	March 2021	On target	
Within Adult Social Care and Health, frontline staff will be supported to have healthy conversations with people.	March 2021	On Target	
Implementation of the new Carers Strategy with partners to enable carers to access good quality advice, information and support. Savings Target: £80k	December 2019	At Risk	<ul style="list-style-type: none"> Key to implementing the Strategy is establishing a new Carers Hub service which will be integral in identifying carers, and providing information, advice, and short-term support, making use of existing resources. The commissioning of this jointly funded service (Nottinghamshire County Council and

Appendix A

			<p>Health) has been delayed and the Carers Hub contract is anticipated to start 1st December 2019.</p> <ul style="list-style-type: none"> • A revised, more personalised carer's assessment process is currently being developed and will be implemented in December 2019 • Staff guidance is being updated alongside training and communications to staff, which will start in November 2019
--	--	--	--

Programme 2 – Develop our integrated health and social care system			
Key Milestones	Implementation Date	Status	Exception Detail and Mitigations
Agree prevention and early intervention pathways of care following the ambitions within the NHS 10-year plan and ensure Integrated Care System (ICS) workstreams and organisational workplans incorporate effective measures to improve prevention and population health.	March 2021	On Target	
Work with NHS colleagues to ensure that the Joint Strategic Needs Assessment (JNSA) properly supports timely, evidence-based decision-making in the emerging Integrated Care System (ICS) functions.	January 2020	On Target	
Support Health and Wellbeing Board partners to implement place-based plans to contribute to food, environment and physical activity objectives, which will support residents to reduce their risk of obesity and diet related diseases.	March 2021	On Target	
Implement the Integrated Care System Mental Health Strategy to achieve agreed actions working in partnership with health colleagues and providers as well as voluntary and community sector providers.	2024	On Target	
Embed alcohol risk identification and brief advice provision in the wider workforce by providing training for 693 professionals, to help motivate at-risk drinkers to reduce their alcohol consumption and so their risk of alcohol related harm.	March 2020	On Target	
Support delivery of trauma-informed services, by training staff to Implement the Routine Enquiry into Childhood Adversity (REACH) approach. Anticipated benefits of this approach include improved engagement in services and improved health and social outcomes.	March 2020	On Target	

Increase the number of people who receive support to manage their own health and well-being.	March 2020	On Target	
Increase the number of people who benefit from personalised approaches through an increase in personal health budgets and personalised care and support plans.	March 2020	On Target	
Roll out the best conditions needed for integrated health and social care frontline older adults' teams and pilot new approaches including joined up assessments.	March 2020	On Target	
Work together with health colleagues to reduce Nottinghamshire delays to discharge to the national target and implement the 'Discharge to Assess' model. Maintain excellent social care delays performance and improve the effectiveness of hospital discharge processes.	March 2020	On Target	

Programme 3 – Delivering high quality public health and social care services

Key Milestones	Implementation Date	Status	Exception Detail and Mitigations
Managing and shaping the social care market.	March 2021	On Target	
Develop an ICT/Digital strategy to improve the customer experience and increase the efficiency and effectiveness with which we work.	March 2020	On Target	
Review Home First Response Service (HFRS), Short Term Assessment and Reablement (START) and homecare to ensure maximum effectiveness.	March 2020	On Target	
Confirm commissioning strategies for Housing with Care (HWC) to offer a range of housing options which will help people who are aged 65 years and over to stay as independent as possible for as long as possible. Savings: £456k	March 2022	Experiencing Obstacles	A HWC position statement is in development. External consultants are helping the Council to understand the national and regional picture and how this is reflected in the Council's delivery of HWC. They are also providing information on the demand and providing tools to assist further understanding to inform the commissioning strategy due to be completed by September 2019. Whilst the activity described above is on track the project is experiencing obstacles against the delivery of the savings target. Further work is ongoing to update the finance models. This will ensure that there is

Appendix A

			a clear understanding of where saving can be made and how they are recorded and reported going forward.
Confirm commissioning strategies for Housing with Support (HWS) to offer a range of housing options which will help people under the age of 65 to stay as independent as possible for as long as possible. Savings: £2.960m	March 2023	On Target	
Engage with Shared Lives Plus (SLP) to support and inform a business case for the development of Shared Lives in Nottinghamshire to increase the number of placements.	October 2019	On Target	
Establish an integrated wellbeing service which delivers improved healthy lifestyle outcomes for groups with the greatest need.	October 2019	On Target	
Establish an all-age substance misuse treatment and recovery service that tackles inter-generational substance misuse through a family-based approach. Recovery outcomes include successful completions, improved mental wellbeing, increased engagement in education, training and employment and improved housing and accommodation where a need is identified.	April 2020	On Target	
Attract and recruit people with the right qualifications, skills, knowledge and experience to work in frontline social care roles in the Council and home care.	March 2020	On Target	
Commercialisation of the Council's directly provided Social Care services - Assessment of the commercialisation potential of County Enterprise Foods (CEF).	Summer 2020	On Target	
Commercialisation of the Council's directly provided Social Care services - Implementation of the Business Plan for the Council's County Horticultural Service.	Summer 2022	Experiencing Obstacles	The development work at Brooke Farm is expected to be completed by the end of the year. The retail manager has been appointed and is focusing on the product mix and pricing strategy in conjunction with the Commercial Development team.

Chief Executive's Department – June 2019 Update

Programme 1 – Consolidating our new department			
Key Milestones	Implementation Date	Status	Exception Detail and Mitigations
Develop new operating models in the new department.	On-going	On Target	
Peer Review to commence.	June 2019	Complete	
Peer review outcome report will be reported to Committee in the Autumn, along with an Action Plan setting out next steps on the recommendations.	September 2019	On Target	

Programme 2 –Commercial Strategy			
Key Milestones	Implementation Date	Status	Exception Detail and Mitigations
Embed commercial skills by providing commercially focused training that will form part of the key competencies for Council employees.	Ongoing	On Target	
Further services supported in their commercial development.	Ongoing	On Target	
Undertake a review of pricing and charging.	October 2019	On Target	

Programme 3 – Intelligence led Performance			
Key Milestones	Implementation Date	Status	Exception Detail and Mitigations
Prioritise deliverables for business intelligence across the Council	Autumn 2019	On Target	
Refresh the operating model and processes for performance and intelligence.	Model developed Winter 2019/20	On Target	
Bring together people and place data to provide spatial analysis for service and inform demand management.	Autumn 2019	On Target	
Upgrade our Geographical Information Systems to provide mapping of spatial data.		On Target	

Develop our approach to predictive analytics, machine learning and Artificial Intelligence, including our ethical use of data.	Autumn 2019	On Target	
--	-------------	-----------	--

Programme 4 – Information Governance

Key Milestones	Implementation Date	Status	Exception Detail and Mitigations
SharePoint Governance Group established.	May 2019	Complete	
ICT staff trained by Microsoft in O365 capabilities and produce action plan for effective implementation (note: this milestone is part of Cloud Migration but is a key requirement of Information Governance Improvement Programme).	June – Sept 2019	On Target	
Document Management – pilot External Sharing Sites established and document management capabilities tested.	June – Dec 2019	On Target	
Review of document management good practice within NCC and development of associated principles, guidance and tools Council-wide use.	Sept - Mar 2020	On Target	

Programme 5 – Our Workforce

Key Milestones	Implementation Date	Status	Exception Detail and Mitigations
Develop Employee Engagement tools and approaches for use across the Council.	July 2019	On Target	
Refresh People Strategy.	July 2019	On Target	

Programme 6 – Health and Social Care Technology Integration

Key Milestones	Implementation Date	Status	Exception Detail and Mitigations
Improving referral workflows with King's Mill Hospital and other hospitals within Sherwood Forest Hospital Trust (SFHT).	July 2019	On Target	

Developing a secure technology approach for automating workflows amongst a number of Health and Social Care partners.	December 2019	On Target	
Implementing a standard for Wi-Fi access for staff and partners across health and local authority sites.	Ongoing	On Target	
Use of portal technology for sharing agreed information between Health and Social Care practitioners.	Sept 2019	On Target	
Use technology to support improvements to home-based care services.	October 2019	On Target	
Use technology to support vulnerable children.	July 2019	On Target	

Programme 7 – The Cloud (off-site data centres)

Key Milestones	Implementation Date	Status	Exception Detail and Mitigations
Migrate to an Office 365 platform.		Complete	
Upgrade of desktop / laptop Office image from 2013 to 2016.	September 2019	On Target	
Transition a range of applications and databases to off-site solution.	Autumn 2019	On Target	

Programme 8 – Investing in Nottinghamshire

Key Milestones	Implementation Date	Status	Exception Detail and Mitigations
Undertake detailed feasibility work to support the disposal of existing office premises and development of new accommodation to better meet the needs of the Council.	April 2020	On Target	

Programme 9 – Improving Customer Experience through Digital Development

Key Milestones	Implementation Date	Status	Exception Detail and Mitigations
Confirm Governance arrangements and Scope.	July 2019	On Target	
Update the Improvement and Change Sub Committee on Digital Development.	September 2019 Page 49 of 86	On Target	

Development of a digital front door for the Council (MyNotts app).	On-going	On Target	
--	----------	-----------	--

Programme 10 – Member Communication and Engagement

Key Milestones	Implementation Date	Status	Exception Detail and Mitigations
Programme plan developed and agreed.	September 2019	On Target	
Additional resources identified.	September 2019	On Target	
Review of Corporate Complaints procedure undertaken.	6 months	On Target	
Develop member training on key cross cutting issues such as the effective use of social media, personal safety and member conduct.	October 2019	On Target	

Children's Improvement and Change Portfolio – June 2019 Update

Programme 1 – Remodelling Practice			
Key Milestones	Implementation Date	Status	Exception Detail and Mitigations
Review of recruitment and retention initiatives.	March 2019	On Target	
Implementation of new audit and learning visit model.	April 2019	On Target	
Develop and embed new Framework for Practice	May 2020	On Target	
Review of Staffing Model	March 2020	On Target	
Business Intelligence	Timescale TBC	Experiencing Obstacles	Development of specifications is underway however timescales are yet to be confirmed. The Digital Development Board provides oversight of this area of the project.
Develop and implement Career Pathway	March 2020	On Target	

Programme 2 – Remodelling Children's Care			
Key Milestones	Implementation Date	Status	Exception Detail and Mitigations
Social Impact Bond: Implement new services for children on the edge of care and provide additional services to stabilise or deescalate care placements where appropriate and safe to do so through the DN2 Social Impact Bond project. (DN2 is a partnership between Derby City Council, Nottingham City Council and Nottinghamshire County Council). Saving: £500k	February 2020	Compromised	The implementation of the project has been delayed as DN2 have been unable to progress two preferred investment options. A further investment option is being explored with a decision anticipated in September 2019, with implementation currently expected to start in February 2020. This will impact upon the current savings schedule and so a formal change request is expected to go to the Improvement & Change Sub-Committee in November.
Regional Commissioning: Deliver a new sub-regional arrangement for procuring residential and foster care placements. (D2N2 is a	January 2020	On Target	

partnership between Derby City Council, Derbyshire County Council, Nottingham City Council and Nottinghamshire County Council). Saving: £260k			
Children's Home Governance: Review the governance arrangement and independent scrutiny of the authority's own residential provision.	March 2019	On Target	
Fostering Development: Increase the number of foster placements available within the county by 50 over three years, from April 2019. Saving: £471k	March 2022	On Target	
Development of new NCC Residential Home: Increase the residential provision available within the county.	September 2020	On Target	
Maximising capacity of residential homes: Sale of excess disability beds Saving: £393k	November 2019	On Target	

Programme 3 – Future of Education Support

Key Milestones	Implementation Date	Status	Exception Detail and Mitigations
Further strengthen partnership working to improve outcomes for all pupils (attainment and progress).	2021	On Target	
Ensure that basic need funding is allocated where it is most needed to increase secondary school places from 2019 and beyond. £20 million to be invested in primary and secondary place provision.	2020	Experiencing Obstacles	During 2018-2019, basic need funding has been allocated to Rushcliffe School, The Carlton Academy and funding to undertake feasibility has been allocated to Carlton Le Willows. However, significant additional DfE funding will be required in the West Bridgford secondary planning area to ensure a

Appendix A

			<p>sufficiency of secondary school places by 2021.</p> <p>At present, there are 4 live projects on the basic need 2018 programme: Lowe's Wong Jnr; Sutton Bonnington Primary; Lambley Primary; East Markham Primary. The 2019 basic need programmes are still at feasibility stage.</p>
Open new schools and childcare provision as a result of housing developments.	September 2019 & September 2020	On Target	
Review the high needs budget in the context of Alternative Provision free schools, review of inclusion and area behaviour partnerships to ensure that high needs funding is targeted where it is needed most.	2018-2020	Experiencing Obstacles	<p>The High Needs Review was undertaken by external consultants, Peter Gray and published June 2018 as a result of increased pressures on this budget following increased demand for specialist places. The Review underpinned a comprehensive consultation with the education sector and parents between Nov- Jan 2019 which has resulted in the remodelling of some SEND services to schools and the approval to move to locality working.</p> <p>SEND capital funding has also been allocated for September 2019 to open 3 school based Alternative Provisions and 2 special school hubs. However, this will not be sufficient to meet the known and projected demand for specialist places over the next 3 years.</p>
Support schools to work in closer partnership with parents to raise standards for all.	2019-2021	On Target	

Refresh the Closing the Gap strategy in the light of the skills agenda, national curriculum changes and the further development of schools working more closely with businesses and parents.	2021	On Target	
Review of SEND school provision.	2020	Experiencing Obstacles	The demand arising for specialist school places continues to increase. The expansion and rebuild of Orchard Special School is underway and will be completed by May 2020. This will deliver much needed additional specialist places but will not be sufficient to meet the projected demand. This will result in more children and young people accessing costlier and out of county places and add further costs to the SEND transport budget. Options to further increase SEND school provision within Nottinghamshire continue to be considered and updates will be provided in future portfolio updates.
Vocational education pathways exploring opportunities linked with wider economic development projects.	November 2019	On Target	

Programme 4 – Remodelling Early Help

Key Milestones	Implementation Date	Status	Exception Detail and Mitigations
Carry out an extensive review of our preparation for and transition to adulthood for children and young people with SEND.	April 2020	On Target	
Remodel our Children's Centre Service to ensure that we see improved outcomes for children and families, get the best value and most efficiency.	June 2020	On Target	

Review how we provide early help in line with any changes to the governments Troubled Families programme.	April 2020	On Target	
Review how we respond to contextual safeguarding issues including extremism.	2021	On Target	

Programme 5 - Leaving Care			
Key Milestones	Implementation Date	Status	Exception Detail and Mitigations
Care Leaver's Local Offer: Work experience / training pilot to support care leavers into employment which is due to start in September.	September 2019	On Target	

Place Improvement and Change Portfolio – June 2019 Update

Programme 1 – Our internal journey of improvement			
Key Milestones	Implementation Date	Status	Exception Detail and Mitigations
New core data set established.	May 2019	Complete	
New Departmental Programme governance arrangements in place.	March 2020	On Target	
Leadership skills/behaviours programme complete.	Summer 2019	On Target	
Further development of the Place Risk, Safety and Emergency Management Group.	Ongoing through quarterly meetings	On Target	

Programme 2 – Generating investment and improved commercial returns			
Key Milestones	Implementation Date	Status	Exception Detail and Mitigations
Complete the Property Services Transformation Programme to secure a more effective corporate property function and enabling corporate property assets to be better managed. Phase 1: •Service restructure and transfer of compliance team to Arc •Processes & Policies Review •Establish Key Performance Indicators •Improved data and information management	Autumn 2019	On Target	Phase 1 on target to be completed in September, update on Phase 2 to be provided in the Quarter 2 update.
Review our Catering and Facilities Management Services to move towards cost neutrality.	March 2020	On Target	
Remodel our Highways Development Control function to increase capacity and support through industrial and residential development.	Summer 2019	On Target	
Review our approach to fees and charges for our services to ensure the right balance between cost of service provision and income generation.	December 2019 Page 56 of 86	Experiencing Obstacles	The Place Review of Fees and Charges is continuing to progress. The current approach to Residents Parking Permits is being reviewed

Appendix A

			by officers. Other chargeable services within the scope of the review are charges from Via which are also currently being considered.
Remodel the governance, commissioning and management of our highway's management functions, in collaboration with Via East Midlands, now that Via is wholly owned by the Council.	March 2020	On Target	

Programme 3 – Doing things differently with less

Key Milestones	Implementation Date	Status	Exception Detail and Mitigations
Review our commissioning and contractual arrangements for our wholly or partly owned Alternative Service Delivery Model organisations (Via East Midlands, Arc Partnership), and key strategic partners (Inspire, Veolia, Parkwood Leisure, Serco, the RSPB) with a view to extracting maximum efficiency and public benefit from our partnership work.	March 2020	On Target	
Establish a Corporate Energy Strategy and Action Plan to ensure that the Council uses energy as efficiently as possible and makes best use of new technologies.	Autumn 2019	On Target	

Project Status Report as at June 2019

Status Key

On Target	Successful delivery of the project to time, cost and quality is achievable and there are no major outstanding issues at this stage that threaten delivery
Experiencing Obstacles	Successful delivery is probable, however, there are minor issues which need resolving to ensure they do not materialise into major issues threatening delivery. This is an early warning category, if the minor issues are resolved in a timely manner, it is unlikely that project savings will be put / remain at risk.
At Risk	Based on available evidence, successful delivery still appears feasible but significant issues exist with scope, timescales, cost, assumptions and/or benefits. Issues appear resolvable, but action is required
Compromised	Based on available evidence, successful delivery of the project appears to be at significant risk. There are major issues with project scope, timescales, cost, assumptions and/or benefits. Immediate action required to resolve issues.
Closed or Completed	Project benefits have been achieved, or there has been an official change to the benefits profile (through change control) so the project is complete or declared undeliverable
No Status	Awaiting major points of clarification / decision-making to enable PID and plan to be completed.

Portfolio	Project Name	Project Status (Last Month)	Project Status (This Month)	Savings Targets				At Risk / Slippage & Over / Early Delivery				Savings delivered in an alternative way	Net at risk amount
				2019/20 (£000)s	2020/21 (£000)s	2021/22 (£000)s	Total (£000)s	2019/20 & Previous Years (£000)s	2020/21 (£000)s	2021/22 (£000)s	Total (£000)s		
Childrens, Families & Culture	Development of the Fostering Service	On Target	On Target	-169	283	357	471						
Childrens, Families & Culture	Clayfields - Review of provision	On Target	On Target	400			400						
Childrens, Families & Culture	Managing Capacity in Children's Disability Homes	On Target	On Target	393			393						
Childrens, Families & Culture	Market Management & Cost Control	On Target	On Target	40	130	90	260						
Childrens, Families & Culture	Remodelling Early Help - Early Years Sold Offer	On Target	On Target	75	100		175					50	-50
Childrens, Families & Culture	DCATCH Home Based Support	On Target	On Target	50	50	76	176						
Childrens, Families & Culture	Reducing Partnership Support to external bodies	On Target	On Target	25	25		50						
Childrens, Families & Culture	Changes to Social Care Middle Management	On Target	On Target	42			42						
Childrens, Families & Culture	Remodelling Children's Centre Services	On Target	On Target										
Childrens, Families & Culture	Social Impact Bond	Compromised	Compromised	250	250		500	250		-250			
Childrens, Families & Culture	CFCS Management Structure Review	Closed or Completed	Closed or Completed					185			185	185	
Childrens & Families Totals				1,106	838	523	2,467	435		-250	185	235	-50

Exceptions Details by Project		
Portfolio & Status	Project Name	
Compromised	Social Impact Bond	The implementation of the project has been delayed as DN2 have been unable to progress two preferred investment options. A further investment option is being explored with a decision anticipated in September 2019, with implementation currently expected to start in February 2020.

Portfolio	Project Name	Project Status (Last Month)	Project Status (This Month)	Savings Targets				At Risk / Slippage & Over / Early Delivery				Savings delivered in an alternative way	Net at risk amount
				2019/20 (£000)s	2020/21 (£000)s	2021/22 (£000)s	Total (£000)s	2019/20 & Previous Years (£000)s	2020/21 (£000)s	2021/22 (£000)s	Total (£000)s		
Place	Whole System Review of Transport - Base Budget Review	On Target	On Target	719		-210	509						
Place	Delivering Sustainable Waste	On Target	On Target	150	150	150	450						
Place	Reduction in net cost of the Trading Standards through increased income	On Target	On Target	132			132						
Place	Scholars pass scheme	N/A	On Target	30	50	20	100						
Place	Serco Contract efficiencies - Holme Pierrepont	On Target	On Target	50			50						
Place	Whole System Review of Transport - Fleet Depot Relocation	Experiencing Obstacles	Experiencing Obstacles		80		80						
Place	Registration and Celebratory Services	On Target	Closed or Completed	13			13						
Place Totals				1,094	280	-40	1,334						

Exceptions Details by Project		
Portfolio & Status	Project Name	
Experiencing Obstacles	Whole System Review of Transport - Fleet Depot Relocation	ARC have been engaged and have provided a quote for the site reconfiguration. Alternative temporary provision is currently being sourced by Property as fleet need to vacate the current premises in West Bridgford in September. This work is still on-going and a couple of sites are currently being investigated. Even though Fleet will not be moving to a permanent location there will be a saving because NCC will not be paying Rent to Rushcliffe Borough Council.

Portfolio	Project Name	Project Status (Last Month)	Project Status (This Month)	Savings Targets				At Risk / Slippage & Over / Early Delivery				Savings delivered in an alternative way	Net at risk amount
				2019/20 (£000)s	2020/21 (£000)s	2021/22 (£000)s	Total (£000)s	2019/20 & Previous Years (£000)s	2020/21 (£000)s	2021/22 (£000)s	Total (£000)s		
Chief Executives Department	Business Support Services Review (ASCH&PP and CFCS) (A07/A15/January 2018 Personnel Committee)	On Target	On Target	300	221	97	618						
Chief Executives Department	Revised Communications and Marketing Staffing Structure	N/A	On Target		250		250						
Chief Executives Department	Review of ICT Operating Model (Nov 17 - Improvement and Change Sub Committee)	On Target	On Target		200		200						
Chief Executives Department	Budget reductions in communications and marketing (Jan 18 Policy Committee)	On Target	On Target	35			35						
Chief Executives Department	Network rationalisation (Nov 17 - Improvement and Change Sub Committee)	On Target	On Target	50			50						
Chief Executives Department	Business Management System - Change of Support Partner (Jan 18 Personnel Committee)	Closed or Completed	Closed or Completed	150			150						
Chief Executives Department	Corporate Services - Senior Management Restructure	Closed or Completed	Closed or Completed	65			65						
Chief Executives Department	CEX Department Management review	Closed or Completed	Closed or Completed	180			180						
Chief Executives Department Totals				780	671	97	1,548						

Improving Lives Portfolio - (as per Project Highlight Reports, submitted June 2019)

Ref	Programme & Brief Overview	Program me Status (Last Month)	Program me Status (This Month)	Trend	Project Status	Savings Targets					Savings at Risk / Slippage & Over / Early delivery				Savings delivered in an alternative way	Net at risk amount	Department/Finance/PMO Comments for CLT
						2019/20 (£000)s	2020/21 (£000)s	2021/22 (£000)s	2022/23 (£000)s	Total (£000)s	2019/20 & Previous Years (£000)s	2020/21 (£000)s	2021/22 (£000)s	Total (£000)s			
	Improving Lives Portfolio	On Target	On Target	Same		12,575	4,827	1,142	348	18,892	-2,828	-80		-2,908	130	-3,038	<p>The overall portfolio status is on target. There was significant early delivery of savings during 2018/19 against a number of projects, including Targeted Reviews. This is a positive position. The portfolio is currently projecting early / over delivery of £3m across all years.</p> <p>The Interventions for adults 65+ and the Commissioning and Direct Services Programmes remain experiencing obstacles and mitigating action is planned to avoid impact on future years savings.</p>
AS CH 180 123	Promoting Independence Interventions This programme of work will look at changes across 3 main areas detailed below:	On Target	On Target	Same		9,911	3,568	1,142	348	14,969	-3,172			-3,172		-3,172	<p>Overall the Promoting Independence Interventions Programme is on target with overall targets projected to be over delivered by £3.2m across all years.</p> <p>Adults 65+ is reporting as experiencing obstacles. Although three of the four projects are individually reporting 'experiencing obstacles' - this only accounts for 4% of the in-year savings. Mitigating actions are being taken to address these obstacles. The major project, Reablement is on track and due to deliver £1,119m.</p> <p>Adults 18-64 - On Target. All projects are reporting overachievements of savings targets. The emerging area of risk this month is the reduction in referrals being progressed in the Transitions project. Early indications suggest that this is the impact of referrals now being triaged by Notts Enabling Service (NES), which is over achieving its activity in this area. Work will take place over the next few weeks to look in to this issue further. Work to implement the Housing with Support Strategy is underway with early work showing positive results in reducing the number of vacancies and therefore costs across the young adults accommodation system. Further work is underway to confirm the projected savings delivery against the combined targets.</p> <p>Cross Cutting - On Target. The Cross Cutting Interventions Programme delivered savings early and across all years the total target is anticipated to be achieved(and exceeded).</p>

Ref	Programme & Brief Overview	Program me Status (Last Month)	Program me Status (This Month)	Trend	Project Status	Savings Targets					Savings at Risk / Slippage & Over / Early delivery				Savings delivered in an alternative way	Net at risk amount	Department/Finance/PMO Comments for CLT
						2019/20 (£000)s	2020/21 (£000)s	2021/22 (£000)s	2022/23 (£000)s	Total (£000)s	2019/20 & Previous Years (£000)s	2020/21 (£000)s	2021/22 (£000)s	Total (£000)s			
AS CH 180 2	Interventions for Adults aged 65+: This work brings together 4 areas of activity: •Improve best practice and decision making in support planning (including in hospital settings). •Increase capacity in reablement •Ensure short term provision is used to maximise independence •Greater provision of Housing with Care (Extra Care). Example Benefits: •More adults aged 65+ completing START reablement. • A shorter average time spent in START, helping to increase capacity. • More service users will have benefitted from appropriate short term intervention, to support them to greater levels of independence. • Greater sharing of best practice will allow for improved consistency in support planning across teams, leading to improved outcomes for service users. • More service users are on a more appropriate pathway, giving them a more independent ongoing level of care.	Experiencing Obstacles	Experiencing Obstacles	Worse	OT	Reablement: This month the transforming reablement project remains on target. 183 service users completed reablement with START in May 2019. 77% of these service users required no ongoing homecare following their reablement.											
					EO	Housing with Care: Project status is same as last month, 'experiencing obstacles'. Further work is ongoing to update the finance models. The will ensure that there is a clear understanding of where saving can be made and how they are recorded and reported going forward. National expertise is being provided from the Housing Learning and Improvement Network (Housing LIN) to support further detailed work on implementation of the Housing with Care Strategy											
					EO	Best Practice in Support Planning: The project is being reported as 'experiencing obstacles'. Promoting Independence Meetings, which all the teams are introducing as a forum for sharing best practice, started in quarter 4 18/19 and quarter 1 of 19/20. This was later than originally anticipated. Promoting Independence Meetings have now commenced across all Older Adults Teams. As a result, it was not possible to evidence savings from this work in 2018/19 and therefore the savings target of £130K for 2018/19 been rolled into 2019/20. The new target for 2019/20 is therefore £260K. A review by the Project team of anticipated savings has identified the potential for £195K in year savings. Whilst this is £65K lower than the savings target, the project has taken a prudent approach to calculating possible savings at this stage. As part of the mitigation, the project is undertaking work with the relevant Older Adults Group Managers in July & August to confirm the savings required from each district and what activity will be necessary to bridge the current savings gap.											
					EO	Commissioning in Hospital Discharge Packages: The project aims to provide opportunities to support people to achieve even more independent and sustainable outcomes by being discharged on the most independent pathway into the 'right' service at point of hospital discharge by increasing suitable use of reablement services; wider community/voluntary services; improving multi-agency/disciplinary decision making between health and social care and by reducing avoidable use of double carer care packages, short-term placements whilst maintaining the Council's excellent delayed transfer of care (DToC) position. The project has not yet been able to find a reliable solution to enable automated reporting of accurate average weekly unit cost of care packages for 2019/20. Finance has agreed for the project to report indicative savings based on the volumes of people entering each service provision at point of hospital discharge.											

Ref	Programme & Brief Overview	Program me Status (Last Month)	Program me Status (This Month)	Trend	Project Status	Savings Targets					Savings at Risk / Slippage & Over / Early delivery				Savings delivered in an alternative way	Net at risk amount	Department/Finance/PMO Comments for CLT
						2019/20 (£000)s	2020/21 (£000)s	2021/22 (£000)s	2022/23 (£000)s	Total (£000)s	2019/20 & Previous Years (£000)s	2020/21 (£000)s	2021/22 (£000)s	Total (£000)s			
AS CH 180 3	Interventions for Adults aged 18-64: The overall aim of this work is to ensure service users are supported to live as independently as possible with a good quality of life. This work will focus across three areas below: <ul style="list-style-type: none">• Promoting independence in current settings.• Supporting service users to live as independently as possible.• Preparing for Adulthood – Improving Transitions between Children's and Adult's Services. Example Benefits: <ul style="list-style-type: none">• Reduction in the number of support / outreach hours commissioned in existing settings (e.g. supported living schemes / residential care) through active reviewing and better use of shared hours and negotiations with providers.• More people supported to move into a more independent setting (e.g. from residential care to supported living, or from supported living into general needs accommodation.•More people receiving short-term enablement support that helps maximise their independence for longer.• Some service users may have earlier engagement than they might otherwise have done from the Transitions Team.	On Target	On Target	Same	OT	Housing with Support: This project is currently on target. This work combines three existing projects, Reductions in Long Term Care Placements, Promoting Independence in Supported Living and Outreach Services and Alternatives to Residential Care. The Housing with Support work will then go on to build upon these existing projects, by implementing the Housing with Support Strategy which seeks to ensure the effective management of the whole Younger Adults Accommodation landscape, ensuring where housing is a requirement of meeting someone's support needs, that this is done in the most appropriate setting to support independence.											
					OT	Notts Enabling Service: Project is on target for June 2019. The number of younger adults having their independence promoted by the team through focussed work to learn or regain life skills is currently 41 per month, this is against a target of 32.5. These activity levels and the positive outcomes for individuals means in turn there is a decrease in the on going level of support needed. The result of this is that NES savings currently stands at £186,854 in year for 19/20.											
					OT	Transitions: Work to promote the independence of people transitioning in to adults services continues to be successful. This in turn has resulted in a reduction in the level of support needed and therefore this is project is on target to deliver against it savings target. The number of people the team have worked with has slowed down in period 3 as fewer referrals have been received. This will be kept under review to determine if this is changes next month.											

Ref	Programme & Brief Overview	Program me Status (Last Month)	Program me Status (This Month)	Trend	Project Status	Savings Targets					Savings at Risk / Slippage & Over / Early delivery				Savings delivered in an alternative way	Net at risk amount	Department/Finance/PMO Comments for CLT
						2019/20 (£000)s	2020/21 (£000)s	2021/22 (£000)s	2022/23 (£000)s	Total (£000)s	2019/20 & Previous Years (£000)s	2020/21 (£000)s	2021/22 (£000)s	Total (£000)s			
AS CH 180 4	Cross cutting interventions: This work refers to intervention that applies to service users aged 18-64 and 65+, and includes work across: <ul style="list-style-type: none">• Reviewing.• Direct Payments.• Further Investment in Assistive Technology (AT) to Promote Independence.• Income Generating Projects. Example Benefits: <ul style="list-style-type: none">•More service users will be reviewed earlier or more frequently than previously, maximising the opportunity to increase or maintain their independence and reduce reliance on formal support.•Increased use of community and voluntary support options for existing service users to maximise their independence, and subsequent reduced use of homecare, day services, transport services and other paid for sources of support.•Increased use of Personal Assistants and Pre Paid Cards.•Increased ability of service users to use Assistive Technology to self-care and remain independent for longer, and increased opportunities to prevent falls and reduce hospital admissions.•Increased income generation.	On Target	On Target	Same	OT	Targeted Reviews (C07): By year end it is projected that £1.1m in year savings will be achieved. This means that, when taking into account the early delivery of savings in former years, by March 2020 the project will have exceeded its £8.5m savings target by £1.6m. The % of reviews (of packages of long term care) undertaken in the previous 12 months was 70.53% at the end of May against a target of at least 80% by year end. This is despite the number of reviews undertaken increasing each month, and is because almost half of those service users reviewed in June had already had a review undertaken within the last 12 months. Various mitigations are in place to ensure the % reviewed is maximised and to strive to ensure that, in the near future, all service users supported by the department receive at least annual reviews. These mitigations apply to reviews undertaken by both the central and district reviewing teams. As part of these mitigations, a workshop was held at the end of June to map the current 'as is' process for reviews in order to inform what improvements can be made to this.											
					OT	Review the benefit rates and minimum income guarantee levels used to calculate service users' contributions towards the cost of their care and support: Based on income invoiced to date, projected year end additional income / savings are in line with the profiled target of £2.6m. As expected, the levels of approved short term waivers and number of approved Disability Related Expenditure (DRE) cases above the £20 standard allowance are already exceeding last year's baseline as a result of the changes to the contributions policy.											
					OT	Further Expansion of Assistive Technology to Promote Independence (C08): Savings for 2019/20 will be validated in July (based on Quarter 1 information). However, there is confidence that the cost avoidance targets will be achieved. Timelines for the AT pilot that will focus on higher cost packages with an enhanced AT assessment and intervention offer have been brought forward so that the information is available to inform a proposal to Members for the potential of additional savings by November 2019.											
					EO	Brokerage for Self-Funders - full cost recovery: As from w.c. 08.07.19, 93 users of the brokerage service will be charged, which by year end equates to income of £8.4k. It is too soon in the year to know if any actual shortfall by year end will be met by over-achievement against other fee areas, as was the case last year. Various mitigations are in place in order to close the income gap. In the meantime, it is anticipated that the project's status will remain as 'Experiencing Obstacles' for the foreseeable future.											
					EO	Direct Payments: The project is to be closed at end July. However, ongoing tracking and oversight of the project's activity measures will continue until all are all on target. Those still off target include: •% of new Direct Payment (DP) packages year to date that are Personal Assistants (PAs): actual is 20% against a 50% target. This is a slight increase from the 16.31% reported last month. Mitigating activities to increase this % are ongoing, including securing approvals for ongoing resource requirements. •Reduction in the average non-completion rate of DP audits from 15% to 5%: actual is still 15%, all due to the non-return of information by relevant service users (eg bank statements). In mitigation, there is now a full complement of DP auditors following a period of post vacancies. However, progress on working through the backlog will remain slow whilst the new employees are inducted and trained up. •Annual DP recoup income target of £1.796m: actual so far for Quarter 1 is down on the same period last year. However, the month to month figures are known to fluctuate and so it is too early to form any judgement on whether the year end target is at risk. This will be known more accurately mid year. The lower income in the first quarter is highly likely to be due to resource issues referenced above. It will not be due to a drop in the level of recoup funds available. The project's Experiencing Obstacles status also reflects the slippage to timescales to embed the DP calculator into Mosaic and introduce a new Direct Payment Support Services (DPSS) model. Work to embed the calculator is now progressing, and proposals for the DPSS model will be brought to Members over the coming months											

Ref	Programme & Brief Overview	Program me Status (Last Month)	Program me Status (This Month)	Trend	Project Status	Savings Targets					Savings at Risk / Slippage & Over / Early delivery				Savings delivered in an alternative way	Net at risk amount	Department/Finance/PMO Comments for CLT
						2019/20 (£000)s	2020/21 (£000)s	2021/22 (£000)s	2022/23 (£000)s	Total (£000)s	2019/20 & Previous Years (£000)s	2020/21 (£000)s	2021/22 (£000)s	Total (£000)s			
AS CH 180 1	Early Resolution	On Target	On Target	Same		394	416			810	80	-80					<p>The programme is on track.</p> <p>The 3 Tier project status is currently performing above target and it continues to reduce the number of referrals sent from Adult Access Service to district teams that could result in the completion of a care and support assessment.</p> <p>The projected savings for Carers are unlikely to be met during this financial year due to commissioning delays for the new Carers Hub and Engagement and Promotion Services. Mitigation: work will be required by the Mosaic and IT teams to ensure that tier 2 assessments are available at contract commencement. Additionally the Carers Team based within the Adult Access Service are working to keep waiting times for assessments to a minimum to ensure that, where possible, people can be offered tier 2 assessments from 1st November rather than remaining on the current wait list.</p>
	<p>Programme relates to interventions that occur when someone first contacts/accesses services.</p> <p>This programme extends the existing Early Resolution project through the adoption of the 3 Tier Model to engage with people who approach the Council for care and support:</p> <ul style="list-style-type: none"> •Tier 1 connects people to local resources •Tier 2 helps where more that Tier 1 support is required, offering swift and appropriate support to help people regain their independence or develop new skills. This may include access to short term support. •Tier 3 helps those people who, after Tier 2, have ongoing care and support needs. <p>This approach applies equally to Service Users and Carers.</p> <p>Example Benefits:</p> <ul style="list-style-type: none"> • A reduction in the number of people assessed for care and support and subsequent long term support by providing an alternative way of meeting their needs earlier. • Fewer people will be formally assessed, but short term support will be provided to more people to help maintain or increase their levels of independence. • Increased capacity in district social care teams to deal with the most complex cases. 				OT	<p>Early Resolution (Consulted on as - C05 New operating model for the Social Care Pathway): The project status remains on target. The project continues to reduce the number of referrals sent from the Adult Access Service (AAS) to district teams that may result in the completion of a Care and Support Assessment (CASA).</p> <p>The 2019/20 savings target requires no more than 2050 case referral requests which may result in the completion of a CASA to be sent from AAS to operational district teams. The project has agreed a new higher stretch target of no more than 1863 case referral requests which may result in the completion of a CASA to be sent from AAS to operational district teams.</p> <p>In summary, the year to date number on Care and Support Assessment (CASA) referrals is 389, the target for the year to date was to have referred 465 CASA's. This is a more ambitious target than we started the year with as performance has been so good to date.</p>											
					AR	<p>New ways of working for carers: The projected savings for carers formed part of the overall changes to carers services which will see the introduction of a tier 2 assessment process. At this stage carers specific needs will be looked at and a one-off payment made to meet those needs rather than the annual £150 or £200 which is provided currently. The implementation of these tier 2 assessments is dependent on the implementation of the new Carers Hub contract which was initially due to be in place April 2019. Due to issues with regards to joint funded commissioning activity these timescales have now slipped with the new service not anticipated commencing until 1st November 2019 significantly reducing the time available to make the previously projected savings. The Carers Team are also currently awaiting advice from Legal Services with regards to the timescales required to implement the new carers offer.</p> <p>Mitigating actions to reduce the impact of this delay work will be required by the Mosaic and IT teams to ensure that tier 2 assessments are available at contract commencement is already in the planning phases to avoid any further delay.</p>											

Ref	Programme & Brief Overview	Program me Status (Last Month)	Program me Status (This Month)	Trend	Project Status	Savings Targets					Savings at Risk / Slippage & Over / Early delivery				Savings delivered in an alternative way	Net at risk amount	Department/Finance/PMO Comments for CLT
						2019/20 (£000)s	2020/21 (£000)s	2021/22 (£000)s	2022/23 (£000)s	Total (£000)s	2019/20 & Previous Years (£000)s	2020/21 (£000)s	2021/22 (£000)s	Total (£000)s			
AS CH 180 5	Commissioning & Direct Services	Experiencing Obstacles	Experiencing Obstacles	Same		2,270	843			3,113	264			264	130	134	Leivers Court closed as planned on 21st June and the building was handed back to Property. The dates for the closure of the two remaining Care and Support Centres have been agreed as James Hince 30th September 2019 and Bishops Court 27th March 2020 and current projections are that the projects savings profile will be delivered as planned. The Integrated Community Equipment Loan Scheme project remains experiencing obstacles pending the outcome of current negotiations in relation to partner contributions. The status for the projects and the overall programme remain the same as last month.
	The main focus of this programme is considering options around the use of some of the Department's Direct Services, in order to optimise opportunities to reduce running costs and increase income through commercial development.				OT	Care and Support Centres (OfC C03): Leivers Court closed as planned on 21st June and the building was handed back to Property. The dates for the closure of the two remaining Care and Support Centres have been agreed as James Hince 30th September 2019 and Bishops Court 27th March 2020 and current projections are that the projects savings profile will be delivered as planned. The re-tender exercise for assessment beds, to replace capacity lost with the closures, has closed but there has been very limited interest from the market. In the south of the county, the use of health beds is working well and whilst other options are still being explored, it is anticipated that this provision will be utilised in the short-medium term.											
	Relevant Direct Services under the scope of this work include: •The County Horticulture and Work Training Service •Care and Support Centres •Investment in Shared Lives Outcomes the programme will support: •Promote greater use of the services and their assets. •Increase income generation and maximise productivity. • Increase in the number of Shared Lives carer households recruited.				OT	Review of Day Services: Savings from the internal day service review package changes undertaken, as evidenced by last month's Service User Costing Report, total £37k. This will increase to £64k once other package changes are reflected in Mosaic. There is also indicative savings of £77k towards 2020/21. The projected savings so far from the external day service reviews is £33k, with further savings anticipated. This means that so far projected savings are £97k against a target of £135k, i.e. a gap of £38k. There is confidence that this will be met from some further changes expected to Health funded packages and outcomes from external review activity that have not yet been reported. Reported savings are gross and do not take into account client contributions. The client contribution average percentages across community care are 26.3% for OA and 5.0% for YA.											
					OT	Review of external contracts: Potential savings have been identified against three contracts which, subject to the outcome retenders or negotiations, would deliver savings totalling of £125k											
					Closed	Savings from revised Contractual Arrangements: £50k savings target delivered											
					AR	County Horticulture and Work Training Service: Development of Brooke Farm Site: The required surveys have been completed and works are expected to be completed by the end of the year. The Retail Manager has been appointed is currently focusing on the product mix and pricing strategy - and is working in conjunction with the Commercial Development Team. Skegby: Completed and closed. Horticultural Operatives: Initial work started with the I Work team to identify alternative employment for Horticulture Operatives											
					AR	Development of Shared lives: The service has now recruited to the manager post, which should free up additional capacity to secure more households to the scheme. The service is also going to recruit to a senior coordinator post to further expand the capacity. The operational measures concerned with increasing the number of shared lives households, will continue to report throughout 2019/20. The status for this project will remain at risk pending achievement of the original target of 30 new care families joining the scheme. NCC have committed to working with Shared Lives Plus who are the national organisation for Shared Lives. Shared Lives Plus will provide a comprehensive understanding of the strengths of the current NCC Shared Lives scheme and areas for development. It will also inform a business case for development of Shared lives, outlining growth and investment projections over a 3-5 year period.											
					EO	Integrated Community Equipment Loan Scheme (ICELS): The status for the project will remain as experiencing obstacles until we have confirmation that the current re-negotiation of the partner contributions have been completed. It is anticipated that there will be a reduction in the NCC contribution sufficient for this project target to be met and at that point the project will then be closed.											
					OT	Maximise the income available to the Council's directly provided adult social care services: The service continues to explore the potential to meet the target for this project by an alternative delivery method. For the current year the saving will found through small service underspends across the directorate.											

Successful delivery of the project to time, cost and quality is achievable and there are no major outstanding issues at this stage that threaten deliver
Successful delivery is probable, however, there are minor issues which need resolving to ensure they do not materialise into major issues threatening delivery. This is an early warning category, if the minor issues are resolved in a timely manner, it is unlikely that project savings will be put / remain :
Based on available evidence, successful delivery still appears feasible but significant issues exist with scope, timescales, cost, assumptions and/or benefits. Issues appear resolvable, but action is required
Based on available evidence, successful delivery of the project appears to be at significant risk. There are major issues with project scope, timescales, cost, assumptions and/or benefits. Immediate action required to resolve issues
Project benefits have been achieved, or there has been an official change to the benefits profile (through change control) so the project is complete or declared undeliverable
Awaiting major points of clarification / decision-making to enable PID and plan to be completed

23 September 2019**Agenda Item: 10****REPORT OF THE GROUP MANAGER OPERATIONAL DELIVERY, CHIEF
EXECUTIVE'S DEPARTMENT****ICT OPERATIONAL PERFORMANCE QUARTER 1 2019-20****Purpose of the Report**

1. To provide the Improvement & Change Sub-Committee with the 1st quarter progress update on operational performance measures for ICT Services.

Information**Performance Update**

2. To provide a balanced assessment of performance, ICT Services measure four groups of indicators that cover business activities, customers, staff and finance. Information regarding performance metrics for the 1st quarter of 2019-20 is provided in an **Appendix** to this report.

Business Activity Indicator

3. The business activity indicators measure some of the key day to day operational performance areas, with the two most significant being systems availability and incident resolution. The focus is to ensure that business critical systems are operational during business hours and that any incidents are resolved speedily and within Service Level Agreement (SLA).
4. Availability of ICT services has been good this quarter, for the 4th consecutive quarter, with performance above the target of 99.8%.
5. The percentage of mobile devices within the ICT client estate has increased by a further 5% over the last quarter. This shows the continued positive contribution that ICT is making to underpin several activities listed in Chief Executive's departmental strategy that will enable the delivery of specific commitments in the Council Plan.
6. The impact of Change upon services provided from the operational infrastructure is a key measure for ensuring quality of process for handling and managing changes successfully. This quarter there were 244 technical changes made, with just 3 having negative impact upon service provision (classed as failed Changes). This ensured a positive outcome of a success rate of just under 99% against a target of 98%.

7. The business activity indicators also show two project performance indicators that are used by the Chartered Institute of Public Finance and Accountancy (CIPFA). The project delivery index is used to measure conformance to good project management standards e.g. adoption of PRINCE 2 methodology, business case produced, delivery to timelines, business benefits achieved etc. Performance against this indicator remains consistently high since we reorganised the service and incorporated dedicated programme and project management resources. The second indicator is related to delivery of milestones and measures the overall percentage of milestones delivered by the planned timelines.

This metric is below target at 81%, largely due to dependencies and delays with external partners completing milestone tasks. Further development issues with the ICT Catalogue and Customer Portal have also had an impact on delivery this quarter.

Customer Indicator

8. The primary access channel into ICT Services is the Service Support Desk which receives and handles incidents, service requests and enquiries. The efficiency and effectiveness of this function is crucial for the user perception of the whole range of services provided. Daily customer satisfaction feedback is collected from corporate and school users of the Service Desk and is being measured against a target score of 4.5 (score 1-poor, 5-excellent). The combined Q1 performance is above target at 4.78 displaying generally positive satisfaction of ICT applications and services.

Staff Indicator

9. The average number of sick days per staff member in ICT Services is above the corporate annual target level with higher than normal levels of sickness compared with previous annual performance dating back to before 2014/15. The reported sickness absence was primarily due to stress related disorders and post operation recovery over this quarter.
10. Training activity for ICT Services staff is crucial to ensuring that the relevant and required skills are available, with training delivery continuing to be above the target level as we introduce and transition to new technologies and service models including the move to Cloud-based delivered services.

Financial Indicator

11. Revenue spending for the quarter is in line with the overall annual budget plans. The profile of capital spend reflects the plan to move away from owning and managing our own data centre and making use of off-premise (cloud) arrangements instead. The amount and pattern of capital spending has been largely determined through the Cloud Programme procurement exercise.
12. ICT Services also continues to provide very favourable cost comparisons with other public sector bodies with the cost of ICT support within the 2 lowest cost quartiles of the current annual CIPFA benchmarking.

Changes to Reporting

13. The Transformation and Change Group now provide Progress Reports on the delivery of Improvement and Change Programmes, Projects and Savings which incorporates reporting on both business and ICT activity, while this report from ICT focus on the reporting of ICT's Operational Performance.

Other Options Considered

14. No other options have been considered in this report.

Reason/s for Recommendation/s

15. To provide continual assurance of ICT's Operational performance against an agreed set of understandable and measurable criteria.

Statutory and Policy Implications

16. This report has been compiled after consideration of implications in respect of crime and disorder, data protection and information governance finance, human resources, human rights, the NHS Constitution (public health services), the public sector equality duty, safeguarding of children and adults at risk, service users, smarter working, sustainability and the environment and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

RECOMMENDATION/S

1) That members consider the opportunities arising from this progress report and agree to receive a further report for the next quarter.

Neil Marriott
Group Manager, Operational Delivery (ICT Services)

For any enquiries about this report please contact:

Neil Marriott on 0115 9774842

Constitutional Comments (AK 22/08/2019)

17. The recommendation falls within the remit of the Improvement & Change Sub-Committee under its terms of reference.

Financial Comments (SES 29/08/19)

18. The financial implications are set out in paragraphs 11 and 12 of the report. ICT Services are currently forecasting an underspend of £33,000 for the 2019/20 financial year.





Background Papers and Published Documents


- None




Electoral Division(s) and Member(s) Affected



- All

ICT OPERATIONAL PERFORMANCE QUARTER 1 2019-20
Key symbols table:


Status	Indicators
	Below target by more than 10%
	Below target by up to 10%
	On or above target
	No reported data or no target

Business Activity Indicator	Performance 2018-19			Performance 2019-20			Comments
	Q2 Actual	Q3 Actual	Q4 Actual	Q1 Actual	Q1 Target	Status	
Average Availability of Business Critical Services (B001)	99.81%	99.83%	99.89%	99.99%	99.80%		<p>There are 96 services identified as Business Critical to the County Council e.g. e-mail, internet, Mosaic, BMS, Capita ONE etc. Contributory factors to this high level of availability are the investment in the ICT infrastructure (such as the network, servers, cabling and data centres), a proactive approach to infrastructure alerts and monitoring (taking pre-emptive action where necessary), plus the rapid response of technical teams should issues occur.</p> <p>During Financial Quarter 1 2019 - 2020 there were 3 Major Incidents, however these did not all have an impact on service availability.</p> <p>Availability missed 100% due to specific issues with the Schools Portal on 25th April 2019 which resulted in the service being unavailable for 15 minutes.</p>




Business Activity Indicator	Performance 2018-19			Performance 2019-20			Comments
	Q2 Actual	Q3 Actual	Q4 Actual	Q1 Actual	Q1 Target	Status	
Percentage of Mobile Devices* Within the ICT Estate (B062) <small>*Laptop or Tablet devices, compared to desktop devices</small>	50.50%	57.50%	64.44%	68.98%	65.00%		<p>Laptop and tablet computer devices now account for just under 70% of our computer estate.</p> <p>The advent of the Smarter Working Programme means many desktop and small form factor tablet devices are being replaced with more effective tablet and laptop offerings. The last quarter has seen extensive remedial work within Active Directory alongside alterations to disabling scripts resulting in a reduction of more than 500 desktop devices (2727 to 2220). We are again seeing the lowest number of total devices since Q1 2014/15 with further reductions against Tablets (2920 to 2868), however, a slight increase in Laptops (2021 to 2068).</p> <p>We've seen a further 5% increase to the percentage equating to 'Mobile Devices' due to continued Smarter Working Programme rollouts, replacing older (often desktop) devices.</p>
Percentage Incidents Resolved Within Agreed Service Levels (B009)	93.03%	94.30%	95.74%	94.54%	92.00%		<p>This indicator assesses the performance of the ICT function in restoring service and responding to incidents reported to the Service Desk.</p> <p>During Financial Quarter 1 2019 - 2020 we closed 6548 incidents of which 6191 were closed within their assigned Service Level Agreement. Continued positive trend on previous two quarters whereby SLA performance continues to be maintained and improved through sustaining targeted focus on effective incident management.</p>
Percentage of ICT Changes Successfully Completed (B032)	99.44%	98.34%	100%	98.77%	98.00%		<p>The ICT Change Management process aims to ensure that upgrades and new services are implemented without any negative impact on service provision and ensure that all changes to Business Critical services have been comprehensively planned, tested and authorised before being carried out.</p> <p>This quarter 244 changes have been completed successfully with 3 reporting failures. The issues specifically related to an emergency PBX Change and the back out of cloud migrations after unsuccessful UAT against 2 services.</p>

Business Activity Indicator	Performance 2018-19			Performance 2019-20			Comments
	Q2 Actual	Q3 Actual	Q4 Actual	Q1 Actual	Q1 Target	Status	
Compliance to CIPFA Project Delivery Index (B052)	8.2	9.0	8.7	7.8	8.0		<p>This indicator measures the effectiveness of ICT project management and delivery by assessing approved projects completed in the quarter against a set of 9 defined criteria established by CIPFA and based around PRINCE 2.</p> <p>Six projects were formally closed in this quarter. The CIPFA Project Delivery Index score was 7.8/9, below the previous quarter, which was 8.7/9, and just below the target which remains at 8.0/9.</p> <p>Projects closed:</p> <ul style="list-style-type: none"> • Remote Access Strategy – 9/9 • Blue Badge Digital Service – 9/9 • Firmstep Stabilisation Project – 7/9 • Java Licensing Remediation – 9/9 • ICT Cloud – SQL Infrastructure upgrade – 7/9 • Cloud Express Route – 6/9. <p>The decreased performance can be apportioned to 2 of the lower scoring projects delivering infrastructure to enable the Cloud programme and the Firmstep intervention used to stabilise an existing platform. The Firmstep intervention lacks cashable benefits and a definitive timeframe for completion (as the work is ongoing) thus having a negative impact on the reported score.</p>
Percentage of Project Milestones Delivered (B053)	67%	76%	86%	81%	85%		<p>Each project and priority activity incorporates a series of milestones (both for ICT Services and the business) that are the basis for assessing progress. These can be updated by Project Boards to reflect revisions to scope, priorities etc. Progress has been made against all priorities as outlined in paragraph 3 of the report.</p> <p>In Q1 2019/20, ICT were reporting on 27 milestones. The overall score was 81% of milestones delivered. Performance this quarter is below the target of 85%, and below the previous quarter's score of 86%.</p> <p>ICT milestones are now categorised by six different options and progress on milestones was as follows:</p> <ul style="list-style-type: none"> • Completed: 16



Business Activity Indicator	Performance 2018-19			Performance 2019-20			Comments
	Q2 Actual	Q3 Actual	Q4 Actual	Q1 Actual	Q1 Target	Status	
							<ul style="list-style-type: none"> • Awaiting Sign Off: 4 • Incomplete: 5 • On Hold: 2 • Cancelled: 0 <p>Reasons why milestones were incomplete included:</p> <ul style="list-style-type: none"> • Dependencies on external partners completing tasks – this accounts for 4 of the 5 milestones awaiting sign-off; the 5th has a dependency on another milestone which has not been delivered; • Development issues with the ICT Customer Portal; • Cloud infrastructure issues, affecting 2 milestones which are incomplete; • Resourcing for projects which has been affected by some contractor turnover at critical phases. <p>Milestones that are incomplete will carry over into Q2 of 2019/20 and reported on again.</p> <p>Milestones that were placed on hold were done so due to changes to project plans and scope with our partners and customers, which have meant these milestones weren't required to be delivered as initially planned. These milestones will now be reprogrammed in line with their relevant project plans and included in the quarterly plan of the relevant quarter.</p>

Customer Indicator	Performance 2018-19			Performance 2019-20			Comments
	Q2 Actual	Q3 Actual	Q4 Actual	Q1 Actual	Q1 Target	Status	
Average Customer Satisfaction Score* *Corp (C001A01) / Schools (C002A01)	4.73/ 4.93	4.71/ 4.96	4.79/ 5.00	4.79/ 4.77	4.50/ 4.50		<p>The access channel into ICT Services is the Service Desk which receives and handles the incidents, service requests and enquiries. The efficiency and effectiveness of this function is crucial for the user perception of the whole range of services provided. ICT Services collects information regarding customer's satisfaction (score 1-poor, 5-excellent) of the ICT incident management process for both corporate and school users (weekly sample sizes are approximately 30 corporate users and 20 school users).</p> <p><u>Corporate</u></p> <p>Last quarters high performance has been maintained through ensuring and promoting high standards across teams. The introduction of additional quality assurance processes, including a customer feedback loop, has further aided performance.</p> <p><u>Schools</u></p> <p>Maximum scores obtained for the 1st quarter of 2019/20, an excellent achievement for the school support staff.</p> <p>School service desk continues to achieve high levels of customer satisfaction with positive additional feedback from school customers for both SIMS & ScholarPack support.</p>




Appendix

Customer Indicator	Performance 2018-19			Performance 2019-20			Comments
	Q2 Actual	Q3 Actual	Q4 Actual	Q1 Actual	Q1 Target	Status	
Percentage of Service Desk 1st Call Resolutions (C010)	58.68%	55.31%	65.44%	67.35%	50.00%		<p>First call resolution measures the effectiveness of the Service Desk at first point of call. The 50% target of incidents resolved at 1st point of call is a balance of being able to manage the call volumes through the desk and maintaining a high percentage success rate within the call-time allocated to each call (6 minutes).</p> <p>During Q1 there were:</p> <ul style="list-style-type: none"> • 10,569 calls taken • 64 additional VIP calls taken <p>In addition, there were:</p> <ul style="list-style-type: none"> • 7,296 emails received • 319 webchats completed <p>During Financial Quarter 1 2019 - 2020 there were 6548 potential first time fixes and of these 4410 were fixed first time.</p>
Average Service Desk Call Duration (C011)	5:41 mins	5:55 mins	5:39 mins	5:17 mins	6.00 mins		<p>To manage call volumes and achieve a lower call abandonment rate, a target of 6 minutes (ICT industry practice) is allocated to each call to the first line Service Desk.</p> <p>During Financial Quarter 1 there were 10,633 phone calls to the Service Desk. The total duration of these calls was 917 hours. The duration is measured from the engineer point of view and only includes time that the engineer spends talking to the customer.</p> <p>Targeted time per call continues to be met by staff on consistent basis.</p>
Percentage Service Desk Calls Dropped (C014)	10.89%	10.67%	6.92%	7.62%	10.00%		<p>This measures the proportion of calls unanswered by the Service Desk. Significant improvements have been made throughout the last year in call handling management.</p> <p>The percentage of dropped calls during Financial Quarter 1 is based on receiving a total of 10,633 telephone calls with 810 of these not reaching the Service Support (1st Line) team.</p>


Appendix

Staff Indicator	Performance 2018-19			Performance 2019-20			Comments
	Q2 Actual	Q3 Actual	Q4 Actual	Q1 Actual	Q1 Target	Status	
Average Number of Absence Days Per Staff Member (S003)	2.42	3.87	6.16	2.21	1.75		<p>The absence score for this period is 2.21 against the 1.75 target and compared with 1.42 for Q1 2018-19 and 1.27 for Q1 2017-18.</p> <p>The figures represent 343 days of absence across ICT with 156 days related to Stress/depression (incl. anxiety, nervous debility/disorder) and 83 days relating to Operations, post-operative recovery and other hospital treatments.</p>
Average Number of Professional Training Days Per Staff Member (S004)	2.07	2.82	3.68	1.53	0.75		<p>The annual target is 3 days formal training for each member of staff and incorporates attending training courses, gaining internal knowledge transfer/coaching across ICT and 'Computer Based Training' for people studying/exams for various technology disciplines.</p> <p>The training score for this period calculates to 1.53 against the 0.75 target. The score equates to a quarterly total of 73 days across ICT with the biggest single area being BCE with just under 27 days of training completed.</p>

Appendix

Financial Indicator	Performance 2018-19			Performance 2019-20			Comments
	Q2 Actual	Q3 Actual	Q4 Actual	Q1 Actual	Q1 Target	Status	
Expenditure Against Revenue (F001)	46%	80%	103%	27%	25%		CERP Warranty costs (service continuity) are causing an overspend which is attributable to accessing warranty cover for all devices across the ICT estate. This is unbudgeted spend however it ensures that the user can continue working and will not be hindered by a damaged or faulty device.
Expenditure Against Capital (F002)	70%	89%	100%	66%	25%		<p>This is the actual spend for 4 ICT Capital Programmes - however results under individual programmes varies:</p> <p>The combined actual usage of funds is 62% however the CERP includes expenditure under Smarter Working Programme which was</p> <ul style="list-style-type: none"> • Microsoft Enterprise – 115% the true up of licences has resulted in an overspend of 15% - this needs to be reviewed as likely costs of licences are going to exceed the £1m funding allocated. • IER – although only 12% spent so far this programme had been halted whilst the Cloud Programme was being developed there was an anticipation that IER would be reduced due to Cloud initiative however we are going to have to retain some of the infrastructure and these funds will be required as the Cloud programme progresses – funds on this budget will be required to support expenditure under the Cloud programme. • Cloud – 75% commitment to this programme has largely been funded for Microsoft costs; internal resources have been re-assigned to undertake the work. • CERP – 92% this programme of work was run in parallel with the Smarter Working initiative to avoid duplication and ensure replaced devices fitted into the overall strategy. This is nearly fully spent however additional funding has been sought to fund the planned replacement over the next few months.
Cost of ICT Support Per User (F006)	£198	£199	£185	£183	£224		<p>Our current cost of £183 per user puts the County Council at the lowest cost quartile of CIPFA 2016-17 benchmarking. The target of £224 is based on remaining at the lowest cost quartile.</p> <p>At the end of Financial Quarter 1 2019 - 2020 there were 6786 active users which represents an increase of 29 on the previous quarter.</p>

Appendix

Financial Indicator	Performance 2018-19			Performance 2019-20			Comments
	Q2 Actual	Q3 Actual	Q4 Actual	Q1 Actual	Q1 Target	Status	
Cost of ICT Support Per Workstation (F007)	£204	£209	£261	£289	£217		<p>Our current cost of £289 per workstation puts the County Council in the 2nd lowest cost quartile of CIPFA 2017-18 benchmarking. The target of £217 was based on the threshold line of moving into the next quartile.</p> <p>At the end of Quarter 1 there were 4288 workstations with the 'Cost of ICT Support for Financial year 2018 - 2019 at £1,238,659.00.</p> <p>An ongoing push on device maintenance is raising the per workstation cost proportionally and this is expected to continue as device quantities reduce.</p>

23 September 2019**Agenda Item: 11****REPORT OF THE SERVICE DIRECTOR, CUSTOMERS, GOVERNANCE AND
EMPLOYEES****WORK PROGRAMME****Purpose of the Report**

1. To review the Committee's work programme for 2019/20.

Information

2. The County Council requires each committee to maintain a work programme. The work programme will assist the management of the committee's agenda, the scheduling of the committee's business and forward planning. The work programme will be updated and reviewed at each pre-agenda meeting and committee meeting. Any member of the committee is able to suggest items for possible inclusion.
3. The attached work programme includes items which can be anticipated at the present time. Other items will be added to the programme as they are identified.

Other Options Considered

4. None

Reason/s for Recommendation/s

5. To assist the Sub-Committee in preparing and managing its work programme.

Statutory and Policy Implications

6. This report has been compiled after consideration of implications in respect of crime and disorder, data protection and information governance finance, human resources, human rights, the NHS Constitution (public health services), the public sector equality duty, safeguarding of children and adults at risk, service users, smarter working, sustainability and the environment and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

RECOMMENDATION/S

- 1) That the Committee considers whether any amendments are required to the work programme.

Marjorie Toward

Service Director, Customers, Governance and Employees

For any enquiries about this report please contact:

Sara Allmond, Advanced Democratic Services Officer, Democratic Services Tel. 0115 9773794

Email: sara.allmond@nottsc.gov.uk

Constitutional Comments (SLB)

7. The Committee has authority to consider the matters set out in this report by virtue of its terms of reference.

Financial Comments (NS)

8. There are no financial implications arising directly from this report.

Background Papers and Published Documents

Except for previously published documents, which will be available elsewhere, the documents listed here will be available for inspection in accordance with Section 100D of the Local Government Act 1972.

- None

Electoral Division(s) and Member(s) Affected

- All

IMPROVEMENT AND CHANGE SUB-COMMITTEE - WORK PROGRAMME (AS AT 2 SEPTEMBER 2019)

<u>Report Title</u>	<u>Brief summary of agenda item</u>	<u>Lead Officer</u>	<u>Report Author</u>
25 November 2019			
Smarter Working Programme Closure	Closure report for the Smarter Working Programme which has been working over a number of years to facilitate a workforce able to work flexibly, where and when it best suits them their customers and service users and managed by results and making best use of new technologies	Nigel Stevenson	Iain MacMillan
Departmental Update on Improvement and Change	Update on progress from the Corporate Director, Place	Adrian Smith	TBC
Update on the roll out of mobile devices	Update on progress with the planned roll out of the new mobile phone devices	Nigel Stevenson	Adam Crevald
Update on Transformation and Change	Update on progress with the work of the Transformation and Change team	Nigel Stevenson	Sue Milburn
Update on emerging technologies	Update on any emerging technologies which may be of benefit to the Council	Nigel Stevenson	Adam Crevald
Improving the customer experience through digital development	Update on the work being undertaken to improve the customer experience through digital development	Adrian Smith	Adam Crevald
Programmes, projects and savings	Progress report on delivery of programmes, projects and savings	Nigel Stevenson	Sue Milburn
ICT Programmes and Performance	Progress report on ICT programmes and performance.	Nigel Stevenson	Neil Marriott
27 January 2020			
Your Nottinghamshire Your Future - Departmental Strategy Six Month Review of Progress April - Sept 2019	Progress report on delivery of Departmental Strategy	Nigel Stevenson	Matthew Garrard / Rob Disney
Departmental Update on Improvement and Change	Update on progress from the Corporate Director, Children and Families	Colin Pettigrew	TBC
Your Nottinghamshire Your Future - Council Plan Review of Progress 2019-2020	Progress report on delivery of Council Plan	Nigel Stevenson	Matthew Garrard / Rob Disney
Cloud Programme Update	To provide an update on the Cloud Programme	Nigel Stevenson	Neil Marriott

30 March 2020			
Departmental Update on Improvement and Change	Update on progress from the Corporate Director, Adult Social Care and Public Health	Melanie Brooks	TBC
Programmes, projects and savings	Progress report on delivery of programmes, projects and savings	Nigel Stevenson	Sue Milburn
ICT Programmes and Performance	Progress report on ICT programmes and performance.	Nigel Stevenson	Neil Marriott
1 June 2020			
Departmental Update on Improvement and Change	Update on progress from the Chief Executive's Department	Nigel Stevenson / Marje Torward	TBC
Programmes, projects and savings	Progress report on delivery of programmes, projects and savings	Nigel Stevenson	Sue Milburn
ICT Programmes and Performance	Progress report on ICT programmes and performance.	Nigel Stevenson	Neil Marriott
21 July 2020			
Your Nottinghamshire Your Future - Departmental Strategy Year-End Review of Progress April - March 2020	Progress Report on delivery of Departmental Strategy	Nigel Stevenson	Matthew Garrard / Rob Disney
Your Nottinghamshire Your Future - Council Plan Review of Progress 2019-2020	Review of delivery of Council Plan 2019-20	Nigel Stevenson	Matthew Garrard / Rob Disney